

PROGRAM OF EVENTS

2ND ANNUAL HONOLULU TRANSIT SYMPOSIUM



November 13, 2007
Neal Blaisdell Exhibition Hall



MESSAGE FROM MAYOR MUFI HANNEMANN

Aloha! It is my great pleasure to welcome you to the City and County of Honolulu's Transit Symposium 2007, the second in what I hope will be annual events.

There is much progress to report since last year's symposium. My administration implemented commuter ferry service between Oahu's West end and downtown Honolulu and we recently welcomed our 10,000th passenger; we've been nationally recognized for making Honolulu a bicycle friendly city; we continue to expand and improve our award winning bus system and we're hard at work completing an environmental impact statement and preparing to enter preliminary engineering for Honolulu's fixed guideway mass transit system. All of this is happening because transportation continues to be Oahu's most significant quality of life issue, as it is across the nation.

In addition to creating an integrated, multi-modal transportation system for Honolulu, we're focusing our efforts on transit oriented development (TOD), a positive, potent transit benefit which can revitalize and reinvigorate communities along the transit route. I am firmly committed to the involvement of individual communities taking a strong hand in the TOD process and we're proud to be starting our efforts in Waipahu. Our first planning meeting there was met with enthusiasm and positive input and residents are hard at work shaping the future of Waipahu as a vibrant community while maintaining Waipahu's unique charm. Transit makes all that possible.

Today, we've brought together transit leaders who developed mass transit systems in their cities and were successful in their applications of TOD. Our goal is to learn from their successes and their challenges as we continue to map Honolulu's transit future.

I hope you'll take full advantage of the tremendous amount of experience and expertise gathered here today and that you'll join with me as we create a transportation future that is a vital part of making Honolulu the best place to live, work and raise our families.


Mufi Hannemann



United States Senate

WASHINGTON, DC 20510-1103

November 13, 2007

COMMITTEES:
ARMED SERVICES
BANKING, HOUSING AND
URBAN AFFAIRS
ENERGY AND NATURAL RESOURCES
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS
INDIAN AFFAIRS
VETERANS' AFFAIRS

MESSAGE FROM U.S. SENATOR DANIEL K. AKAKA

It is with great pleasure that I extend my warmest aloha to the participants of the 2nd Annual Transit Symposium.

By learning from the experience of others and discussing options, challenges, and opportunities, we will be able to develop a transit system that increases mobility, reduces air pollution and traffic, conserves fuel, and encourages economic development. I appreciate the participation of everyone involved today.

I, along with entire Hawaii Congressional Delegation, will continue to work to secure as many federal resources as possible to support the Honolulu High-Capacity Corridor Project.

I hope you have a productive, insightful, and meaningful dialogue on transit and development. Mahalo nui loa for all of your efforts.

Aloha pumehana,

A handwritten signature in black ink that reads "Daniel K. Akaka". The signature is fluid and cursive.

DANIEL K. AKAKA
U.S. Senator



DANIEL K. INOUE
HAWAII

APPROPRIATIONS
Subcommittee on Defense—Chairman
COMMERCE, SCIENCE AND TRANSPORTATION,
CHAIRMAN
COMMITTEE ON INDIAN AFFAIRS
DEMOCRATIC STEERING AND COORDINATION
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United States Senate

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November 13, 2007



**Second Annual Transit Symposium
Neal Blaisdell Exhibition Hall
Honolulu, Hawaii**

Dear Mayor Hannemann:

Thank you for inviting me to participate in the City and County of Honolulu's Second Annual Transit Symposium. Unfortunately, my legislative duties in Washington, D.C. prevent me from attending personally. Please accept my best wishes for a most successful gathering.

Hawaii's transportation needs have always been among my highest priorities during my tenure in the U.S. Senate. Our isolation and limited land area have presented unique challenges involving surface, maritime, and aviation transportation.

As demands on Oahu's limited transportation infrastructure continue to increase, along with our growing population, the City must be proactive in addressing the current and future needs of our residents. The sharing of knowledge and experiences by transportation experts from across North America will be invaluable, and will help determine the best solutions for Honolulu.

After much deliberation, the Honolulu High-Capacity Transit Corridor Project has been identified as a solution to Oahu's transportation needs. Approximately 60% of the island's population reside in West Oahu, a target area which will be served by this project. I am pleased that both Houses of Congress have favorably supported Honolulu's transit project by appropriating planning and design funds -- \$10 million in the House and \$20 million in the Senate. The difference in the amounts will be resolved in conference.

I commend all of you for your participation today and for your contribution toward the development of a transit system for Honolulu. This has indeed been a long time in coming. I hope the old adage holds true that "the third time's the charm." Good luck and Godspeed.

Aloha,



DANIEL K. INOUE
United States Senator

8:00 a.m.	Registration and Continental Breakfast TOD displays in Exhibition Area
8:30 a.m.	2nd Annual Honolulu Transit Symposium Opening: Michael Schneider , Managing Director, Infraconsult LLC
8:40 a.m.	Welcome: Mufi Hannemann , Mayor of Honolulu
8:50 a.m.	Senatorial and Congressional Messages: The Honorable Daniel K. Inouye , United States Senate The Honorable Daniel K. Akaka , United States Senate The Honorable Neil Abercrombie , United States Congress The Honorable Mazie Hirono , United States Congress
9:00 a.m.	Opening Remarks: Michael Townes , President and Chief Executive Officer, Hampton Roads Transit, and Chairman, American Public Transportation Association
9:20 a.m.	Introduction to Panels: Dr. Martin Wachs , Director of the Transportation, Space and Technology Program, RAND Corporation
9:30 a.m.	Panel 1: Institutional Arrangements This panel discussion will review how the featured agencies have successfully integrated and managed major additions to their transit systems. Topics of discussion include: transit agency policies and configuration, risk management, and transition through the system life cycle. This panel is moderated by Dr. Martin Wachs. Panel participants are: Rick Thorpe , Chief Executive Officer, Expo Line Construction Authority and Chief Capital Management Officer, Los Angeles County Metropolitan Transportation Authority Krishniah Murthy , Deputy Chief Capital Management Officer, Los Angeles County Metropolitan Transportation Authority Michael Allegra , Assistant General Manager, Chief Capital Development Officer, Utah Transit Authority (Salt Lake City) Nathaniel P. Ford, Sr. , Executive Director and Chief Executive Officer, San Francisco Municipal Transportation Agency Jeff Hewitt , Senior Vice President, Engineering, Canada Line
10:45 a.m.	Networking Break



program agenda

11:15 a.m.

Panel 2: Business and Community Involvement

Business and the community are vital to the success of a major urban transit system. This panel discusses actions taken by businesses and citizens that lead to meaningful involvement during the development of a major urban transit system. This panel is moderated by Dr. Martin Wachs.

Panel participants are:

Samantha Bricker, Chief Operation Officer, Expo Line Construction Authority

Michael Allegra, Assistant General Manager, Chief Capital Development Officer, Utah Transit Authority (Salt Lake City)

James Lazarus, Senior Vice President for Public Policy, San Francisco Chamber of Commerce

Jeff Hewitt, Senior Vice President, Engineering, Canada Line

12:30 p.m.

Buffet Lunch and Keynote Speaker

Remarks and Keynote Speaker Introduction: Mayor Mufi Hannemann

Wellington Webb, Managing Director, Webb Development Group and Former Mayor, Denver, Colorado

2:00 p.m.

Introduction to Transit-Oriented Development Exhibition:

Michael Schneider, Managing Director, InfraConsult LLC

2:30 p.m.

Transit-Oriented Development Exhibition

Transit projects can have exciting impacts upon communities. This session allows small group presentations and interaction in an exhibition format. At each half hour, city representatives will present a short overview of the Transit-Oriented Development in their area with questions and answers following. Symposium attendees are encouraged to visit each exhibit, watch the presentations and interact with the city representatives.

City representatives are:

Roger Moliere, Chief Real Property Management and Development Officer, Los Angeles County Metropolitan Transportation Authority

Andrea Packer, Chief Communication Officer, Utah Transit Authority

Jeff Hewitt, Senior Vice President, Engineering, Canada Line

Raymond Louie, Vice President, Technical and Municipal Liaison, Canada Line

Mike Grisso, Senior Project Manager, San Francisco Redevelopment Agency

5:00 p.m.

Adjourn



Wellington Webb


KEYNOTE SPEAKER
Wellington Webb

Webb International Group, Inc.

Wellington Webb spent 12 years as the leader of Denver's Mile High City, and helped drag it out of the economic doldrums of 1991 to an investment of \$7 billion in infrastructure when he left office in 2003. As mayor, he oversaw the completion of the \$4 billion Denver International Airport and redevelopment of the former Stapleton Airport into a thriving residential and business area. He also helped convince voters to approve a \$300 million addition to the Colorado Convention Center, and pushed through difficult negotiations for a nearby privately-publicly funded Hyatt hotel. Denver is the only city to be cited for five consecutive years as "One of the Top American Cities" in *Fortune Magazine's* annual "Best Cities" survey. The city also was named "One of the Top Three Cities for Sound Fiscal Management" by *City and State Magazine*; "One of the Top American Cities" by *Money Magazine*; and "Top City for Entrepreneurs" by *Entrepreneur Magazine*. Webb is the only mayor in U.S. history to serve as President of the U.S. Conference of Mayors, President of the National Conference of Mayors, and President of the National Conference of Democratic Mayors.

HONOLULU T

Michael Townes


BREAKFAST SPEAKER
Michael Townes

 Incoming APTA
Chairman and
Chief Executive Officer
of Hampton Roads,
Virginia Transit Authority

Over the past three decades, Michael Townes has devoted his career to public transportation. In November 1986, Mr. Townes joined the Peninsula Transportation District Commission (PENTRAN) as the Assistant to the Executive Director. He was appointed Acting Executive Director in 1988 and became Executive Director in July 1989. Beginning March 1, 1998, he also served as the Interim Executive Director for the Tidewater Transportation District Commission in preparation for the merger of the two agencies. Effective October 1, 1999, he became the Executive Director of the consolidated Transportation District Commission of Hampton Roads (Hampton Roads Transit). On January 10, 2002, he became the first President and CEO of Hampton Roads Transit.

Michael currently serves as Chair of the APTA Executive Committee. He served as Co-Chair of the APTA's Reauthorization Task Force, which was the committee that established the national transit position on the upcoming reauthorization. Michael served as Chairman of the Norman Mineta Transportation Institute Board of Trustees, APTA's Legislative Committee Chair, and Chairman of the Transportation Research Board (TRB) Executive Committee. Michael currently serves on the Board of Directors for the Virginia High Speed Rail Development Committee.

Michael is a graduate of Virginia Commonwealth University with a B.S. in Arts-Political Science in 1978 and an M.A in Urban Regional Planning in 1980.



Michael Schneider

Michael Schneider is founder and managing director of InfraConsult LLC, a firm specializing in the development and financing of infrastructure projects and solutions. InfraConsult provides advisory services to public authorities and private sector organizations seeking to enhance the quality of life through improvements to the built environment. Currently, Mike is heading the InfraConsult Project Management team for the Honolulu High Capacity Transit Corridor Project.

Mike's career has spanned highway and toll road development, urban and intercity transit and rail, innovative financing, and public-private partnerships. He is a civil engineer, urban planner, and transport economist whose primary area of expertise is the planning and development of transportation systems and facilities. Mike directed the development of the first privately financed toll road in the Western United States, SR 125 in San Diego CA, and led in the sale of the asset to Macquarie Infrastructure Group. This new toll highway opens to revenue traffic November 16th.

Mr. Schneider has authored over 75 papers and juried publications in the fields of finance, project delivery, management and business development. He is a frequent speaker at industry conferences and a lecturer at universities and academic institutions, and is active in local civic and community affairs.

Mr. Schneider has an undergraduate degree (B.S.) in civil engineering and a master's degree in Regional Planning and Economics from the University of California, Los Angeles.



MASTER OF CEREMONIES

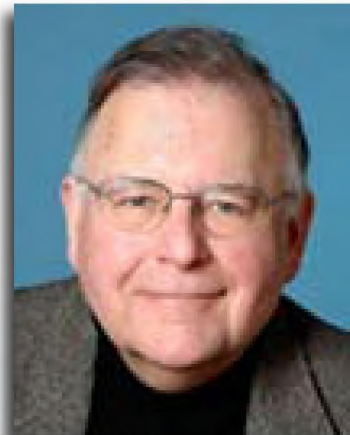
Michael Schneider

Managing Director, InfraConsult LLC

TRANSIT SYMPOSIUM 2007

Dr. Martin Wachs

Dr. Martin Wachs is Director of the Transportation, Space and Technology Program and of the Supply Chain Policy Center at the RAND Corporation. Until the end of 2005 he was Professor of Civil & Environmental Engineering and Professor of City & Regional Planning at the University of California, Berkeley, where he most recently served a six-year term as Director of the Institute of Transportation Studies. He earlier spent 25 years at UCLA, where he served three terms as Chairman of the Department of Urban Planning. Professor Wachs is the author of 160 articles and four books on subjects related to relationships between transportation, land use, and air quality, transportation needs of the elderly, techniques for the evaluation of transportation systems, and the use of performance measurement in transportation planning. His research also addresses issues of equity in transportation policy, problems of crime in public transit systems, and the response of transportation systems to natural disasters including earthquakes. His most recent work focuses on transportation finance in relation to planning and policy. Professor Wachs has served on the Executive Committee of the Transportation Research Board for nine years and was the TRB Chairman in 2000. He is the recipient of a Guggenheim Fellowship, two Rockefeller Foundation Humanities Fellowships, a UCLA Alumni Association Distinguished Teaching Award, the Pyke Johnson Award for the best paper presented at an annual meeting of the Transportation Research Board, and the Carey Award for service to the TRB. He is a Fellow of the American Institute of Certified Planners and a Lifetime Associate of the National Academy of Sciences. In 2006 he was named "Member of the Year" by the San Francisco Chapter of the Women's Transportation Seminar and was awarded the lifetime achievement award as "Distinguished Planning Educator" by the Association of Collegiate Schools of Planning.



MODERATOR

Dr. Martin Wachs

Director Transportation Infrastructure Programs, RAND Corp.

Richard Thorpe



Richard Thorpe P.E.

Los Angeles

Chief Executive Officer,
Exposition Metro Line
Construction Authority &
Chief Capital Management Officer,
Los Angeles County Metropolitan
Transportation Authority

Richard Thorpe is the Chief Executive Officer of the newly formed Exposition Metro Line Construction Authority, as well as the Chief Capital Management Officer of the Los Angeles County Metropolitan Transportation Authority, overseeing LA County's bus and rail capital development program. With more than 30 years of design and construction experience, Rick is well known in the transit industry for his successful work on the San Diego, Salt Lake City and Los Angeles transit systems. At the Construction Authority, Rick is responsible for directing the agency's implementation of the 14-mile, \$1.5 billion Exposition Light Rail Project. Rick's primary duties at Metro include oversight of the \$340-million, 14-mile San Fernando Valley Busway, the \$890 million, six-mile Eastside Light Rail Project, and the \$900 million I-405 HOV Lanes.

Prior to joining Metro, Rick was the Chief Executive Officer for the Pasadena Gold Line Construction Authority, where he was responsible for the completion of a 17.7-mile, \$725 million design-build light rail project running from downtown Los Angeles to East Pasadena, as well as the initial planning for a 24-mile, \$1.2 billion extension to the City of Montclair.

Rick has served as the Program Manager for the Salt Lake City Light Rail Projects. In his role as Program Manager, he was responsible for overseeing the design and construction of the initial 15-mile line, as well as the preliminary engineering of the light rail extension to the University of Utah for the 2002 Winter Olympic Games.

Rick began his career with the San Diego Metropolitan Transit Development Board (MTDB), where he built his reputation on delivering projects on time and under budget. As Director of Engineering and Construction, he managed San Diego's bus and rail capital improvement program, which included the design and construction of numerous bus facilities as well as six separate extensions of the light rail system.

A registered professional civil engineer in California and Utah, Rick holds both bachelor and master's degrees in Civil Engineering from San Diego State University. He is a member of the American Society of Civil Engineers (ASCE), various American Public Transportation Association (APTA) subcommittees, and the Construction Management Association of America (CMAA).

Samantha Bricker



Samantha Bricker

Los Angeles

Chief Operations Officer,
Exposition Metro Line
Construction Authority

Samantha Bricker is the Chief Operating Officer for the Exposition Light Rail Construction Authority in Los Angeles. She has been at the Authority since 2005, when it was established by the California State Legislature with a mandate to design and build the Exposition Light Rail transit project. As COO for the Authority, Ms. Bricker oversees community and government relations, real estate, legal, procurement, human resources and the budget.

Before joining the Authority, she worked for almost 15 years as a senior policy advisor to Los Angeles County Supervisor Zev Yaroslavsky, who is also a member of the Los Angeles Metropolitan Transportation Authority. As an advisor to the Supervisor, she focused on transportation, environmental and other policy issues that impacted the residents of Los Angeles County. During her tenure, she worked on major transportation projects such as the Red Line subway to Hollywood and North Hollywood, the Orange Line Busway in the San Fernando Valley, as well as the Exposition Light Rail line. She was actively involved with the planning, design and construction of these projects, working closely with constituents, other elected officials and major stakeholders to move these projects forward.

Samantha holds a master's degree in Political Science from UCLA and a bachelor's degree in Political Science from Northwestern University.



Roger Moliere

Roger Moliere, after finishing law school in the Midwest, was engaged in the private practice of law with concentration in real estate development, leveraged leasing and bond transactions. He later joined a large financial institution as secretary to the Board of Directors and head of real estate before moving to the West Coast to serve as corporate counsel to a number of real estate development entities.

In 1996, he joined the County of Los Angeles Department of Beaches and Harbors and for over nine years led negotiations for the second-generation development of county-owned Marina del Rey, completing over \$1.5 billion in new leasehold public-private joint development projects, including shopping centers, hotels, multi-family residential and marine-related projects, as well as overseeing leasing/development along the 31 miles of coastline managed by the County.

Mr. Moliere's current position with Metro involves public-private development of Metro-owned property along the Los Angeles region's transportation corridors and at larger Metro-owned sites at transportation and operations terminals. A number of mixed-use and commercial projects have already been completed at these venues, with construction of a new full city block mixed-use (hotel, retail, residential) project having broken ground in February of 2007 at Metro's Hollywood and Vine location. More than 30 further projects are in various stages of project solicitation and/or planning, as expansion of Metro's rail and bus operations continues.



Roger Moliere

Los Angeles

Chief Real Property Management &
Development Officer,
Expo Line Construction Authority

LOS ANGELES

Krishniah Murthy

Krishniah Murthy was with Parsons Brinckerhoff – an international transportation engineering and construction management firm located in Los Angeles – for 34 years. He rose through the ranks of the firm from design engineer to senior vice president.

Over the years, he was involved in managing large transit projects for MARTA in Atlanta and for Metro. He also served as principal-in-charge for such transit projects as Valley Metro rail in Phoenix, Mission Valley East Extension in San Diego, Trinity Commuter rail in Fort Worth, the New Orleans Canal Street Trolley Extension, the New Delhi Metro, and several design/build transit and highway projects.

Murthy also managed a large number of joint venture staffs as well as hundreds of consultants involved in those projects. He is the author of several papers for professional publications advancing technical as well as management innovations in the transit industry.

Murthy is currently working with the Los Angeles County Metropolitan Transportation Authority (Metro) as its Deputy Chief Capital Management Officer directing the construction division. Metro is working on the construction of the Eastside LRT Extension project, as well as developing environmental documents for several extensions such as Subway to the Sea, Regional Connector, and the Creshaw/Prairie Line.



Krishniah Murthy

Los Angeles

Deputy Chief Capital
Management Officer,
Metro / Expo Line Construction



Mike Allegra



Mike Allegra

Salt Lake City

Assistant General Manager and
Chief Capital Development Officer,
Utah Transit Authority

Mr. Allegra began his career with the Utah Transit Authority in 1978 and is now the Assistant General Manager/Chief Capital Development Officer. He oversees over 100 planned transit construction projects which include commuter rail, bus rapid transit and the return of street cars that will bring Utah to a total of 170 miles of rail and fixed guideway transit. Mr. Allegra successfully navigated the FTA funding process which resulted in four full-funding grant agreements being awarded to UTA to date.

Mr. Allegra obtained an M.S. in Civil Engineering from Virginia Polytechnic Institute and State University and a B.S. from Rutgers College of Engineering.

Mr. Allegra is a registered Professional Engineer with the Utah Society of Professional Engineers; chair of the American Public Transportation Association's (APTA) planning and policy committee; has served on the Governor's Transportation Advisory Council and is a member of the board of the Utah Ski Association.

SALT LAKE CITY

Andrea Packer



Andrea Packer

Salt Lake City

Chief Communication Officer,
Utah Transit Authority

Andrea Packer is the Chief Communications Officer for the Utah Transit Authority, where she directs the agency's overall branding and strategic communications programs. Andrea oversees the PR & Marketing, Customer Service, Organizational Development, Board Coordination and Strategic Think Tank departments, with a combined total of 60 employees and a budget of \$5 million. She also serves as Chief of Staff to the General Manager and helps coordinate UTA's government relations activities.

UTA just passed two sales tax referendums and is moving to build 70 miles of rail in 7 years. And within the next year the agency will be launching a complete redesign of its bus system, opening its first commuter rail project, opening its first bus rapid transit project, and implementing a system-wide contactless payment system. Andrea is thrilled – and just a little nervous – to be part of one of the most exciting and dynamic times in UTA's history.



Jeff Hewitt is the Senior Vice President, Engineering for the Canada Line Rapid Transit Inc. (Vancouver, BC). For the past 19 years he has been involved with general project management and contract administration working on build, own, operate, maintain, and finance schemes and public private partnerships.

Mr. Hewitt has been engaged in transportation projects world-wide. Some of these are: Taiwan High Speed Rail – Concessionaire's Representative for 212km section; Hong Kong New Airport – Project Director for contractor preparing the new airport platform; North Rail Project (Manila) – Project Director for Proponent sourcing partners and funding for 100km commuter line; and Canada Line Rapid Transit – owner's representative for public side of the P3 Project.

Mr. Hewitt's areas of expertise include: project and program management; contract administration and change management; major infrastructure projects for rail, road, airport, and sewer schemes; and tunneling and underground structures. He is also a professional mining engineer with extensive experience of tunneling for major infrastructure projects. He is a Fellow of Institution of Mining and Metallurgy – Chartered Engineer (UK).



Jeff Hewitt

Vancouver

Senior Vice President, Engineering,
Canada Line

Tony Guglielmin



Tony Guglielmin

Vancouver

Chief Financial Officer,
Canada Line

Tony Guglielmin joined Canada Line Rapid Transit Inc. (CLCO) in November 2005 as SVP Finance and Chief Financial Officer. In this role, Mr. Guglielmin has responsibility for overall management of the financial operations of CLCO. In addition, he is responsible for the ongoing relationship with all the public funding partners on the project and in ensuring that funds are received and disbursed in accordance with the various funding and project agreements.

Prior to joining CLCO, Tony held a number of senior finance, corporate development and strategic planning roles at Finning International Inc. (an international Caterpillar dealer) in Vancouver, Canada; British Columbia Hydro (a large public sector utility) in Vancouver, Canada; and The Bank of Nova Scotia in Toronto, Canada.

Mr. Guglielmin received a BA in Economics and Political Science and an MBA from McGill University in Montreal, Canada. He holds the Chartered Financial Analyst designation. Tony belongs to a number of professional organizations including the Financial Executives Institute, and is a member of the Board of Directors of Allera Health Products, Inc., a private health care company, and of the VGH & UBC Hospital Foundation.

Raymond Louie joined Canada Line Rapid Transit Inc. (CLCO) of Vancouver, British Columbia in May 2002.

He has been involved with a wide range of technical activities, including: ridership and revenue forecasts; system performance standards; and financial feasibility and value engineering reviews. During the critical construction phase, Mr. Louie was the liaison with the City. He also integrated the rapid transit system with the regional rail and bus service and facilitated transit-oriented development at stations.

Prior to joining CLCO, Mr. Louie was a Project Manager with the Greater Vancouver Transportation Authority, and a Project Engineer with the City of Vancouver. He has a Professional Engineer designation with the Association of Professional Engineers and Geoscientists of British Columbia, with a degree in Civil Engineering from the University of British Columbia.



Raymond Louie

Vancouver

Vice President, Technical and
Municipal Liaison, Canada Line

Nathaniel Ford, Sr.



Nathaniel Ford, Sr.

San Francisco

Chief Executive Officer,
San Francisco Muni Transit

Nathaniel Ford, Sr. has nearly 25 years of experience in the public transportation industry. Mr. Ford currently serves as the Executive Director and Chief Executive Officer of the San Francisco Municipal Transportation Agency (SFMTA) and has responsibility for 4,800 employees and an operating and capital budget totaling \$687 million.

Mr. Ford earned his Bachelor of Applied Studies in Organizational Leadership from Mercer University. He was the recipient of the Conference of Minority Transportation Officials (COMTO) "Executive of the Year" award, and served as COMTO's Second Vice Chairman and Vice Chairman of Business Management and Finance for the American Public Transportation Association (APTA).

Mr. Ford currently serves as a member of the Peninsula Corridor Joint Powers Board, which oversees the administration of Caltrain, a regional commuter rail system. Additionally, Mr. Ford is serving as Vice-Chairman of the Transbay Joint Powers Authority, which is charged with designing, building, operating and maintaining a new Transbay terminal and surrounding facilities in San Francisco.

SAN FRANCISCO

Jim Lazarus



Jim Lazarus

San Francisco

Senior Vice President
for Public Policy,
San Francisco
Chamber of Commerce

Jim Lazarus joined the Chamber in January 2006 as Senior Vice President/Public Policy, where he brings a wealth of experience in the public policy arena and a thorough understanding of the city. Previously, Lazarus served as executive director of the San Francisco Museum & Historical Society, for two years as state director of Senator Feinstein's offices, as CEO of the San Francisco Zoological Society and held senior positions with Mayor Feinstein and Mayor Jordan, including deputy mayor and chief of staff. Lazarus, a fourth-generation San Franciscan, is an attorney and is active in numerous civic and governmental organizations, including the City's Recreation and Park Commission.



Mike Grisso is a Senior Project Manager at the San Francisco Redevelopment Agency and is responsible for overseeing the South of Market, Transbay, and Yerba Buena Center project areas. In the 40-acre Transbay Redevelopment Project Area, the Redevelopment Agency is transforming more than 12 acres of former freeway infrastructure into a new high-density, transit-oriented neighborhood and contributing funding to the development of the proposed new Transbay Transit Center on the site of the existing Transbay Terminal. Mr. Grisso led the production of the Transbay Design for Development concept plan, which received the American Institute of Architecture's Urban Design Award for San Francisco in 2004 and the American Planning Association's Outstanding Planning Award for Northern California in 2005. Prior to working at the San Francisco Redevelopment Agency, Mr. Grisso was a Director at CB Richard Ellis, a global real estate services firm based in San Francisco, where he provided consulting services for public and private sector clients, including market and financial feasibility studies, highest and best use studies, site acquisition and disposition strategies, and economic impact analyses. Mr. Grisso received a B.A. in History with Highest Honors from the University of California, Los Angeles, and a Master's in Public Policy and Urban Planning from the John F. Kennedy School of Government at Harvard University.



Mike Grisso
San Francisco
San Francisco
Redevelopment Agency

mahalo

The City and County of Honolulu thanks:

Los Angeles and Expo Line Construction Authority and
Los Angeles County Metropolitan Transportation Authority

Salt Lake City and Utah Transit Authority

San Francisco and San Francisco Municipal Transportation Agency,
San Francisco Chamber of Commerce and San Francisco Redevelopment Agency

Vancouver, British Columbia and Canada Line Rapid Transit, Inc.

Wellington Webb and Webb Group International

Michael Townes and Hampton Roads Transit

Dr. Martin Wachs and The RAND Corporation

American Public Transportation Association

The Honorable Daniel K. Inouye, United States Senate

The Honorable Daniel K. Akaka, United States Senate

The Honorable Neil Abercrombie, United States Congress

The Honorable Mazie Hirono, United States Congress



November 13, 2007
Neal Blaisdell Exhibition Hall

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I hope you agree that the morning sessions have been exciting and educational.

We've got an extremely distinguished roster of transit leaders with real life experiences and I want to thank them, again, for so generously contributing their stories to help us with Honolulu's largest, most important project public works project.

I want to spend some time over this lunch hour updating you on exactly where we are in making mass transit a reality for Honolulu.

In spite of the many challenges that face us, I am happy to report that our project is on proceeding right on pace.

We set an extremely ambitious schedule and we are meeting all of the important milestones.

Exactly one year ago we completed the first step in the federal process known as the Alternatives Analysis and last December, the Honolulu City Council selected the fixed guideway as the locally preferred alternative.

In March of this year, we initiated the preparation of an environmental impact statement, and we hired the consultants to conduct the preliminary engineering work a few months ago.

Going forward, our schedule calls for completion of the draft environmental impact statement in June 2008 and obtaining federal approval of the final environmental impact statement in September 2009.

That clears the way for us to start the construction contract in the year 2009.

Preliminary Engineering

The Federal Transit Administration has hired a project management and oversight contractor to work with the city in the preparation of the next steps, and they've helped us to set up the Rapid Transit Division within the Department of Transportation Services.

The Rapid Transit Division, or RTD, will be responsible for bringing the project through the preliminary engineering phase and it is likely to expand into a larger organization as the project moves forward and into the design and construction phases.

Shortly, we will be hiring technical professionals for the project and it is my hope that we can attract best local minds in Hawaii and also lure home others who chose to leave the islands to pursue professional opportunities elsewhere.

Congressional Support

You heard earlier in today's program and I want to re-emphasize the tremendous support we're receiving from our Congressional delegation.

I appreciate Senator Inouye, Senator Akaka, and Representative Abercrombie's unanimous support from my first day I took over the Office of the Mayor and launched the effort to develop this project.

Thanks to their efforts, we've had more federal funding than many other cities at this stage of the project development.

I must also extend my special thanks to Representative Hirono.

During her first term in office, she's worked tirelessly to gain support for our project in key House committees. I was very encouraged by the supportive words I received from the chairmen and the high ranking members of these committees during my recent visit to Washington DC.

I met with the Chairman of the House Transportation and Infrastructure Committee, James Oberstar; Chairman of the House Transportation and Infrastructure Highway and Transit subcommittee, Pete DeFazio, and the Ranking Minority member of the House Transportation and Infrastructure Highway and Transit Subcommittee, John Duncan. These gentlemen had high compliments for Rep Hirono's efforts and expressly stated their support for Honolulu.

Federal Earmark

There is good news from the Senate as well.

I am pleased to let you know that I received a phone call from Senator Inouye and he told me that he was able to obtain \$15.5 million for Honolulu Transit in the federal transit New Starts program. This is a significant sum from the Congress for a project that has just entered the competition for New Starts funding.

Funding at this level in the early stages of the project's development is thanks to the hard work and unified congressional support from Senators Inouye and Akaka and Representatives Abercrombie and Hirono.

Thank you for all that you have and continue to do on behalf of Honolulu's mass transit project.

Transit Oriented Development

One of the most exciting opportunities to be created by mass transit is Transit Oriented Development or TOD.

Many of you participated in our TOD workshop for Waipahu, which was specifically chosen as the first community to participate in TOD planning.

Waipahu started out as sugar mill and plantation town, a part of our island heritage that many of us hold dear.

But Waipahu's charm was being lost to urban sprawl.

Small shops that were frequented by customers who walked to these family businesses have been mowed over by strip malls with huge parking lots, completely changing the Waipahu environment.

Waipahu is no longer a pedestrian friendly community and there are few vestiges of the charming plantation village of old.

TOD can bring back neighborhoods where we greet our neighbors face to face instead of through the windshields of our cars.

We're hopeful that Waipahu will be a vibrant, real life example of a community where people can live, work and raise their families. I am extremely excited about TOD's potential to revitalize and invigorate communities all along the transit route and I am looking forward to this afternoon's TOD discussion by our distinguished guests.

Technology Selection

One of the most significant next steps in this project is selection of the fixed guideway technology.

There has been some intentional confusion generated by some City Council members on this issue, but let me assure you -- we are focused on maintaining the integrity of the city council policy determined when the Council selected the fixed guideway as the locally preferred alternative.

In that action, the Council expressly rejected busways from further consideration so we will focus our effort in selecting the best fixed guideway technology.

Soon, working with the Council, we will be requesting that all eligible technology vendors submit specifications and price information so that a panel of technology experts can evaluate and determine what is best for Honolulu. I hope to have that evaluation in hand by early 2008.

If we keep to schedule, as we have so far, next year's symposium will likely be focusing on the selected technology.

You may be able to touch and feel the samplings from the vendors who would demonstrate their systems that met Honolulu's technology specifications.

Conclusion

In closing, let me say that these are exciting times.

We're closer than we've ever been in creating a mass transit system that fits Honolulu today and tomorrow.

While I am mass transit's most enthusiastic proponent, I want to assure you that I know that solving Honolulu's transportation challenges requires an integrated, multi-modal transportation system.

We've been hard at work improving and enhancing our award winning bus system.

We're proud of our fledging commuter ferry system and were so happy to be able to welcome TheBoat as one of our transportation options.

This year, Honolulu received national recognition as a bike-friendly city and I am committed to continue enhancing our network of bike and pedestrian paths.

For me, it's all about providing people transportation choices that offer predictable, reliable travel times.

The problems that face us are complicated and complex and it would be foolish to believe that a single transportation mode will provide all of the answers.

All of you are here today because you understand that to rise to our transportation challenges, we'll have to work hard and work together and I thank you for the role you play in this effort.

Together we can and will make Honolulu the best place to live, work and raise our families.

Right now, I'd like to welcome the former mayor of another great city, Wellington Webb.

While serving as Mayor of Denver from 1991 to July 2003, he oversaw an investment of \$7 billion in infrastructure. Those projects included the \$4 billion Denver International Airport and redevelopment of former Stapleton Airport into a thriving residential/business community.

He convinced voters to approve a \$300 million expansion to the Colorado Convention Center, which opened in December 2004, and led tough, successful negotiations for a nearby hotel.

The mayor strongly supported the revitalization of the Mile High City's downtown, which has become a model nationwide.

Mass transit played a pivotal role in Denver's progress and here to share his experiences is the man who made all of that happen.

Mayor Mufi Hannemann
Transit Symposium 2007
Luncheon Speech

Please join me in giving a real Honolulu style welcome to
Wellington Webb.



Los Angeles California

Organizing Los Angeles County Rail Projects for Success

***Honolulu Transit Symposium
November 13, 2007
Honolulu, Hawaii***

Richard D. Thorpe, P.E.

***Chief Capital Management Officer,
Los Angeles County Metropolitan
Transportation Authority and;
CEO, Exposition Metro Line
Construction Authority***

Los Angeles, California



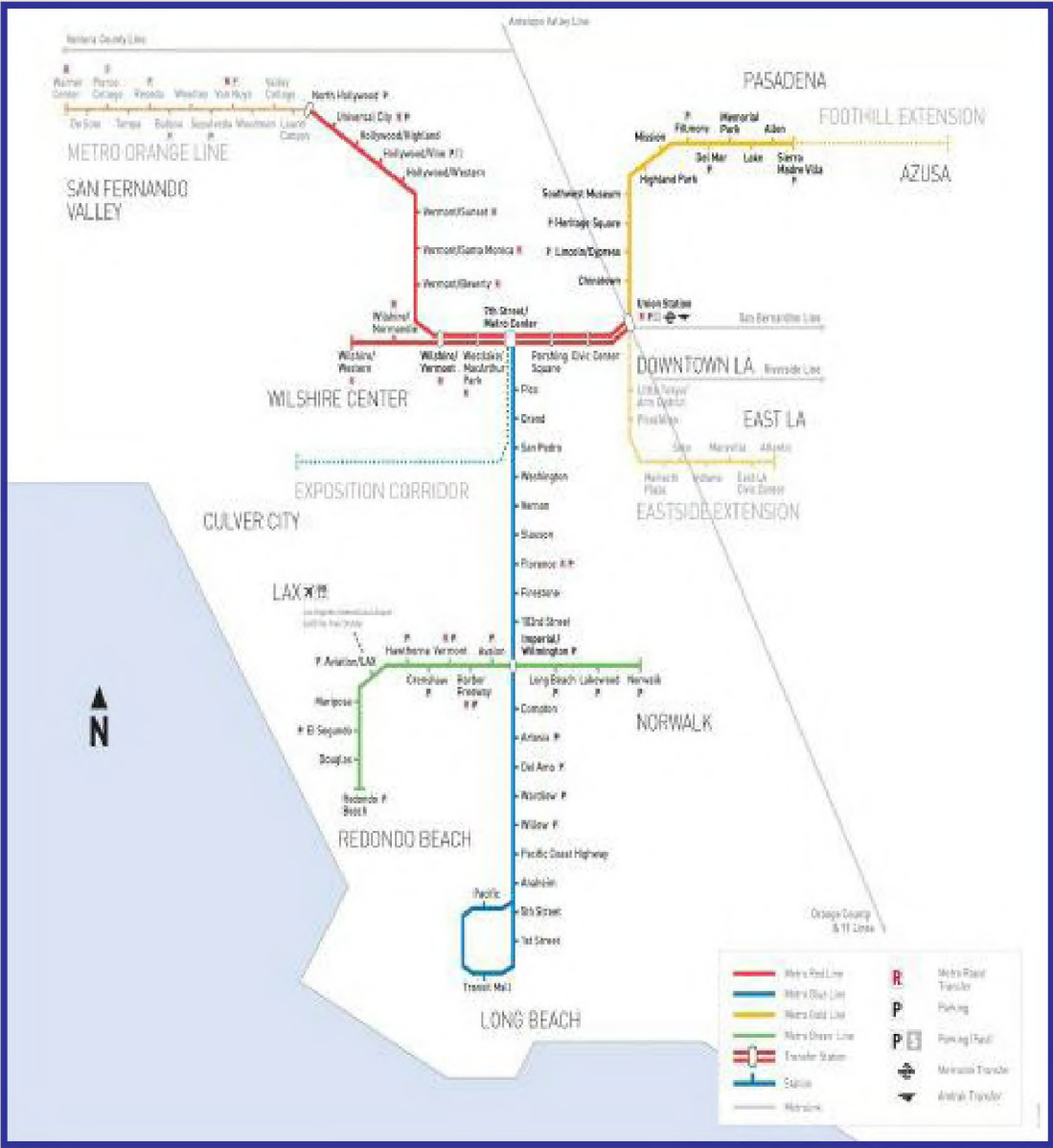
- ❑ **10 million people live in the Los Angeles region.**
- ❑ **By 2030, 2 to 3 million more people will arrive.**

The Population Density of the Los Angeles Region Is One of the Highest in Nation



LA's Current Rail Transit System

- ❑ **Subway/Heavy Rail**
17.4 mi / 28 km
- ❑ **Light Rail**
55.7 mi / 89.6 km
- ❑ **Commuter Rail**
512 mi / 824 km



The Worst Traffic Congestion in the United States



What's the solution?....

***More public transit, supported by
higher density development
along transit corridors (TOD)***

Planned Rail Expansion

<u>Rail Project</u>	<u>Length</u>	<u>Cost*</u>
Gold Line – Eastside Extension	6mi / 3.7km	\$0.9 billion
Exposition Line – Phase 1, 11	16.1mi / 10km	\$1.4 billion
Purple Line – Phase I, II, III	13mi / 8.1km	\$5.2 billion
Downtown Regional Connector Line	2mi / 1.2km	\$0.8 billion
Gold Line – Foothill Extension	24mi / 15km	\$1.4 billion
*U.S. Dollars	<i>TOTAL</i>	<i>61.1mi / 38 km</i>
		<i>\$9.7 billion</i>

Adopted Method of Delivery

Key Components to the Project Delivery Process

- ☐ **Use of Joint Powers Authority**
- ☐ **Use of Design-Build Procurement**
- ☐ **Focus on Transit Oriented Development**

Adopted Method of Delivery

Benefits of Joint Powers Authority

- Political Influence to Solve Problems
- Quick Decision Making
- Simplified Communications
- Small Experienced Staff with Single Focus/Commitment

Adopted Method of Delivery

Benefits of Design–Build Contracting Approach

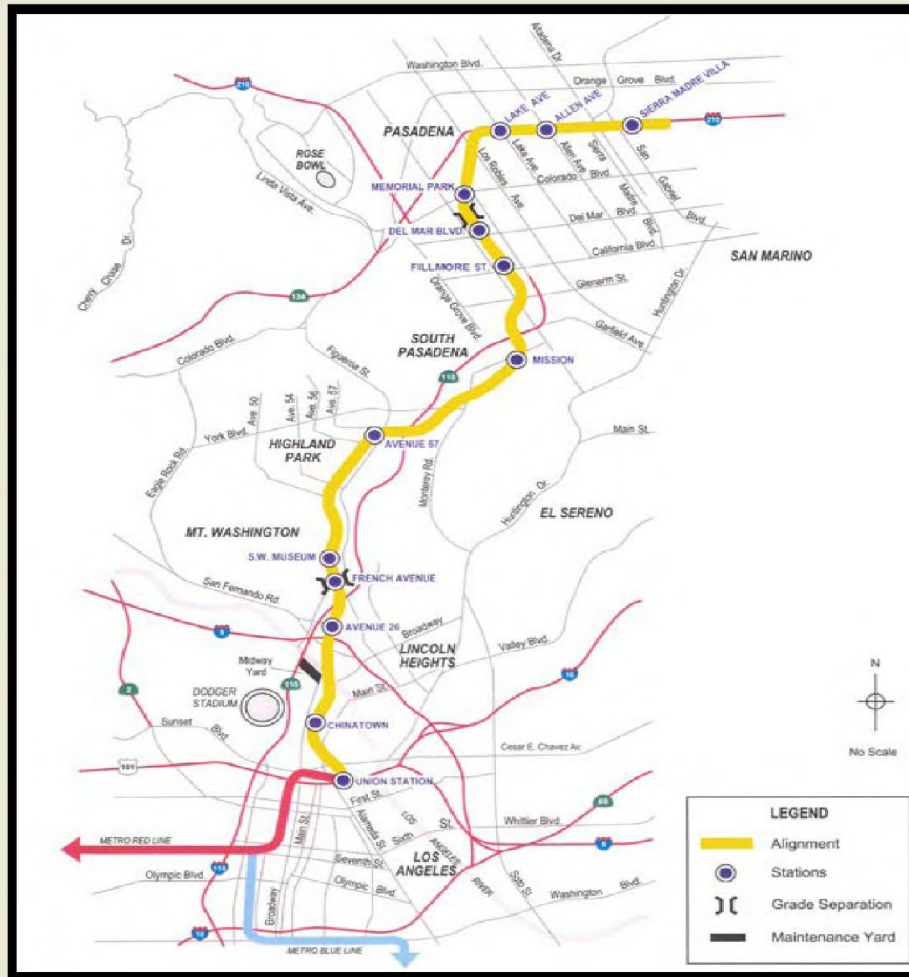
- Expedited Delivery (typically 2 years faster)
- Combined Design & Construction Under Single Source
- Project Cost Known Earlier
- Can Manage Project with Smaller Staff

Adopted Method of Delivery

Benefits of Transit Oriented Development

- Can help offset capital and/or operating costs
- Often can work in tandem with redevelopment goals and objectives
- Can help satisfy regional growth needs in a more efficient and effective manner

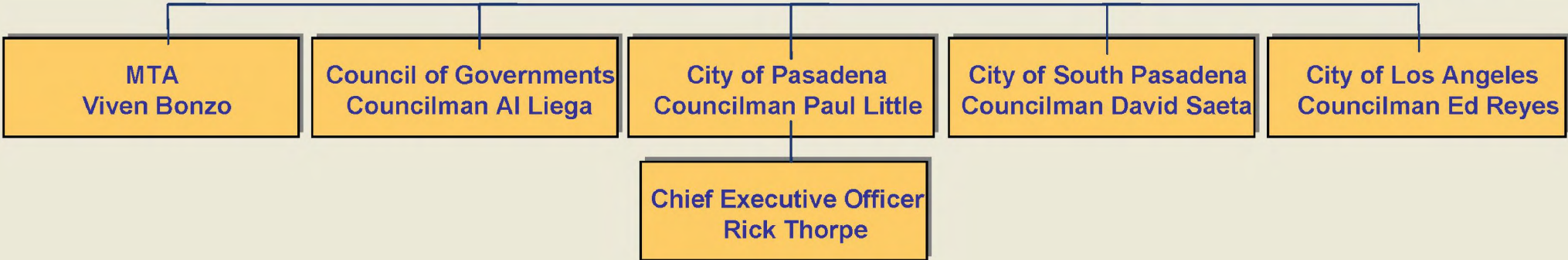
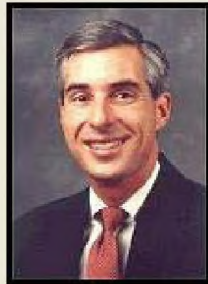
Gold Line Light Rail Project



- 13.7 Miles Long
- 13 Stations
- 18,000 Riders per Day
- 33 Minute Travel Time
- Trains Every 7.5 Minutes
- Total Cost - \$725 Million

Gold Line Light Rail Project

Joint Powers Authority Board of Directors



Gold Line Light Rail Project

Use of Design-Build Procurement

- Resulted in early Designer/Contractor collaboration
- Greatly Reduced Owner Management Costs
- Resulted in fewer Change Orders



Gold Line Light Rail Project

Joint Development Revenues

Revenue Source	Amount*
Chinatown Joint Development	\$ 4.5
Fillmore Joint Development	\$ 2.0
Del Mar Joint Development	\$ 13.6
SMV Joint Development	\$ 6.0
Parking Structures	<u>\$ 10.0</u>
<i>Public/Private Total</i>	<i>\$ 36.1</i>

* \$ in Millions

Gold Line Light Rail Project

Del Mar Joint Development Project



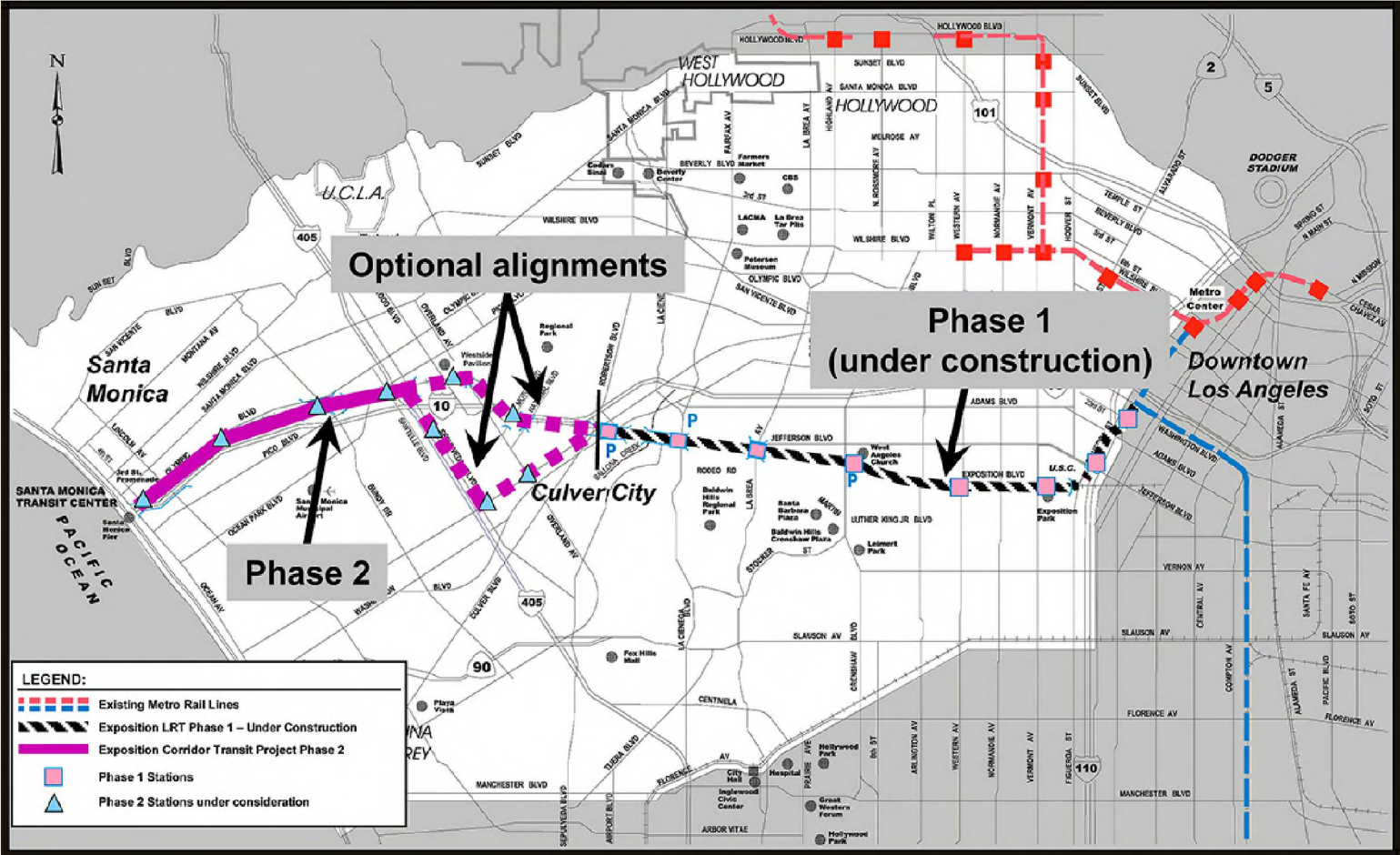
- Located Near the Historic Old Pasadena Retail District
- 3.5 Acre Development
- Mixed Use That Included High Density Multi-Family Housing with Some Ground Level Retail
- Also Included Conversion of Historic Depot into a Restaurant
- Station & Development Was Fully Integrated
- Revenue Generated - \$13.6 Million

Gold Line Light Rail Project

Opening Day – July, 2003



Expo Light Rail Project



▲ Phase 2 Station locations currently under consideration

Expo Light Rail Project

Joint Powers Authority Board Of Directors

Pam O'Connor
City Council Member
Santa Monica

Alan Corlin
Mayor
Culver City

Bernard Parks
City Council Member
8th District
Los Angeles

Jan Perry – Chair
City Council Member
9th District
Los Angeles

Herb Wesson – Vice Chair
City Council Member
10th District
Los Angeles

Yvonne B. Burke
Supervisor
Second District
Los Angeles County

Zev Yaroslavsky
Supervisor
Third District
Los Angeles County

Roger Snoble
Ex Officio Member
Chief Executive Officer
Metro

Expo Light Rail Project

Procurement Approach – Negotiated Design-Build

- ❑ Similar to Design-Build, but instead of receiving prices at the beginning of the project, costs are negotiated after design is complete.
- ❑ Negotiated costs are then converted to a firm fixed price contract. If the parties can't reach agreement the Authority bids the work out.
- ❑ This approach minimizes the risk to the contractor, yet still places the responsibility for both design and construction with one group, usually a joint venture partnership



Expo Light Rail Project



National Blvd. in Culver City

- Station in Culver City will be integrated with surrounding Joint Development







Los Angeles California

Metro Gold Line Eastside LRT Extension Ingredients for Project Success

Presented by
K.N. Murthy
Deputy Chief Capital Management Officer

*“There is no one giant step. It is a lot of little steps.”
- Peter Cohen*

Los Angeles County Today

- 10.2 million people
(population is bigger than 43 states)
- 4.5 million jobs
- 7.4% population growth in 1990s
- Densest metropolitan area in the nation



The Metropolitan Transportation Authority is.

➤ the Regional Planner



➤ the Regional Builder

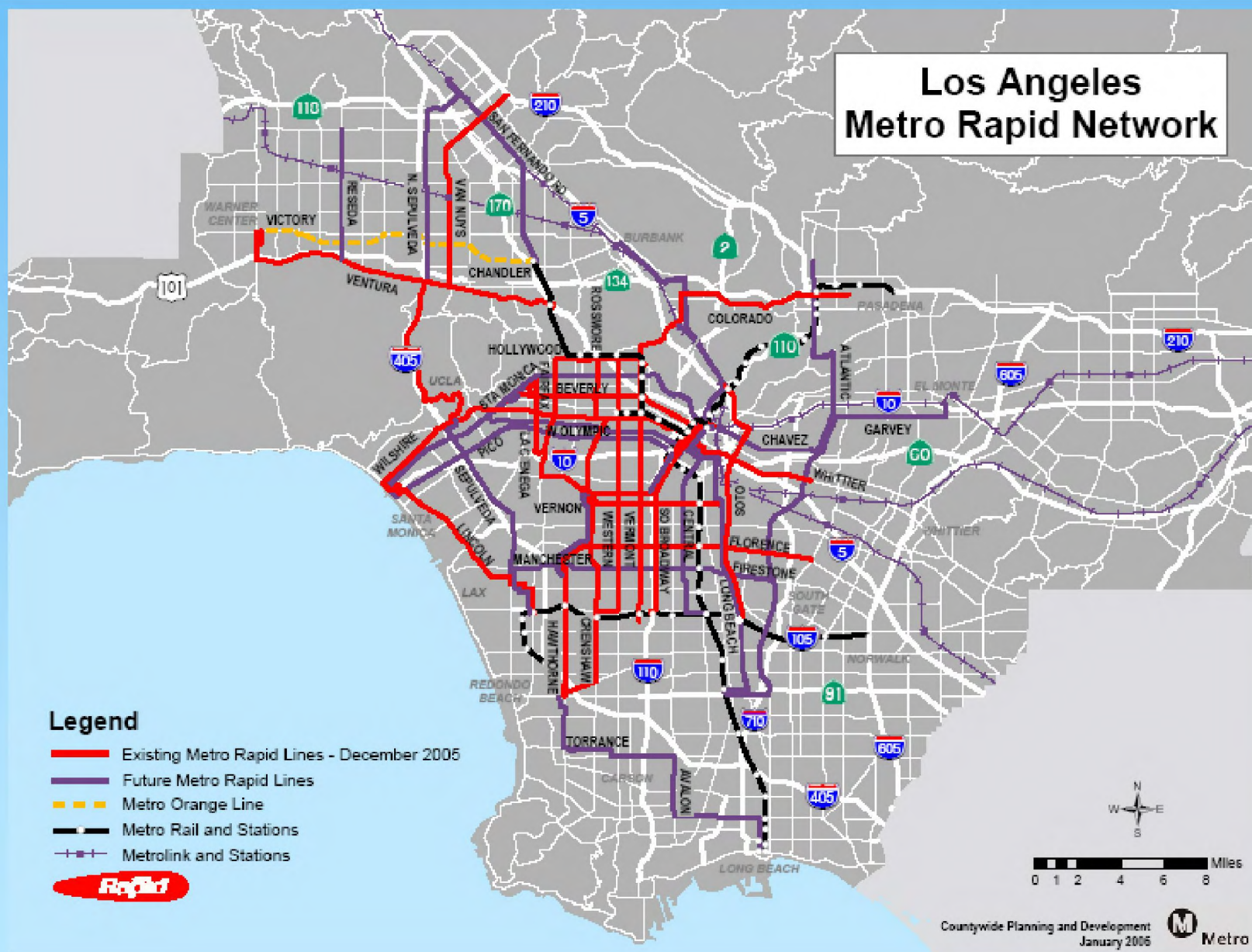


➤ the Regional Operator



for Los Angeles County

Metro Rapid Lines



Rapid Success

Reduced Travel Times By 20%

Increased Corridor Ridership By 20% to 30%

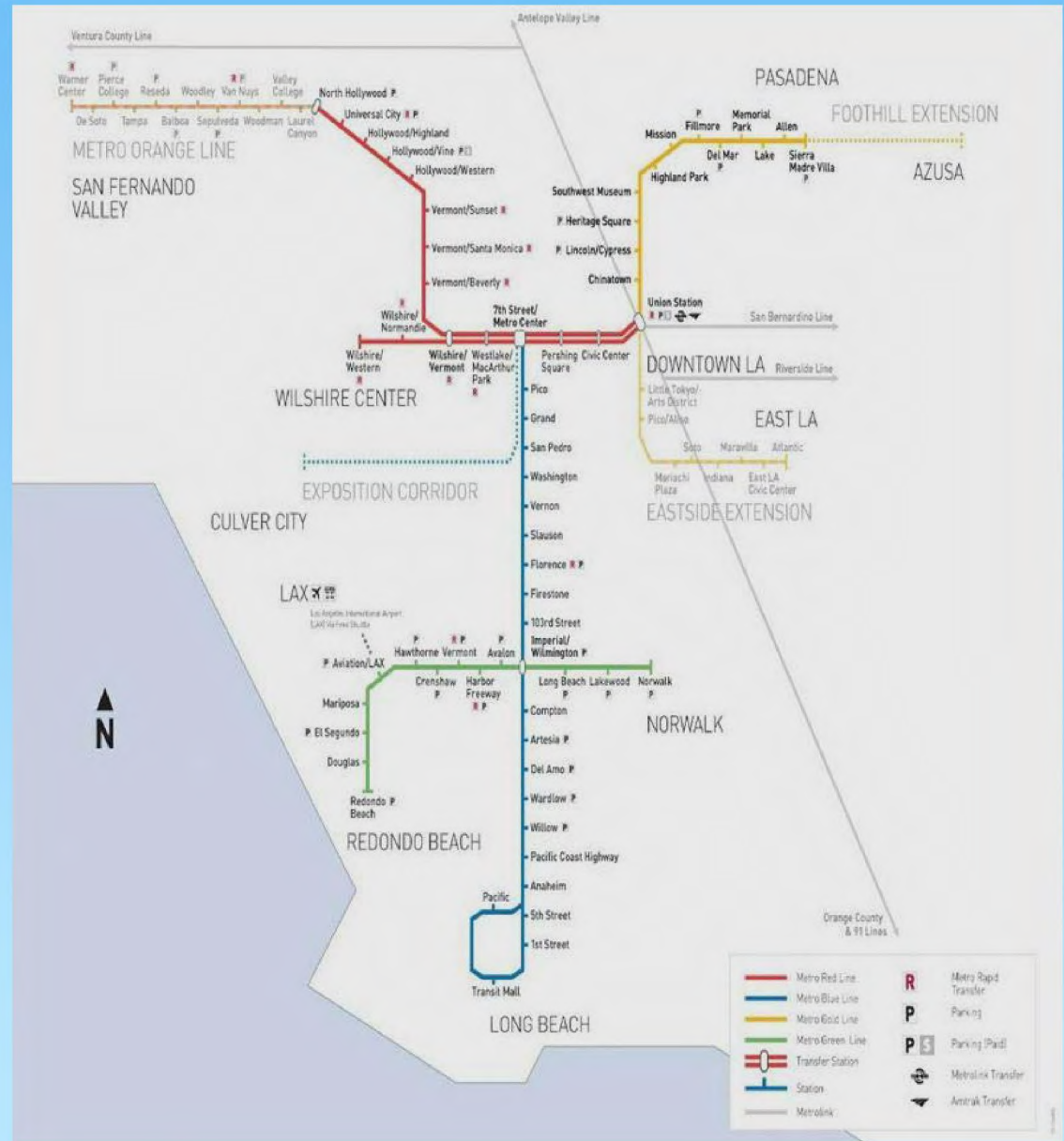
1/3 of ridership increase are new riders

1/3 of increase are current riders riding more often

1/3 of increase are current riders who changed routes



Metro Rail



73 Miles of Metro Rail – 63 Stations 225 Rail Cars



Metro Gold Line Eastside LRT Extension



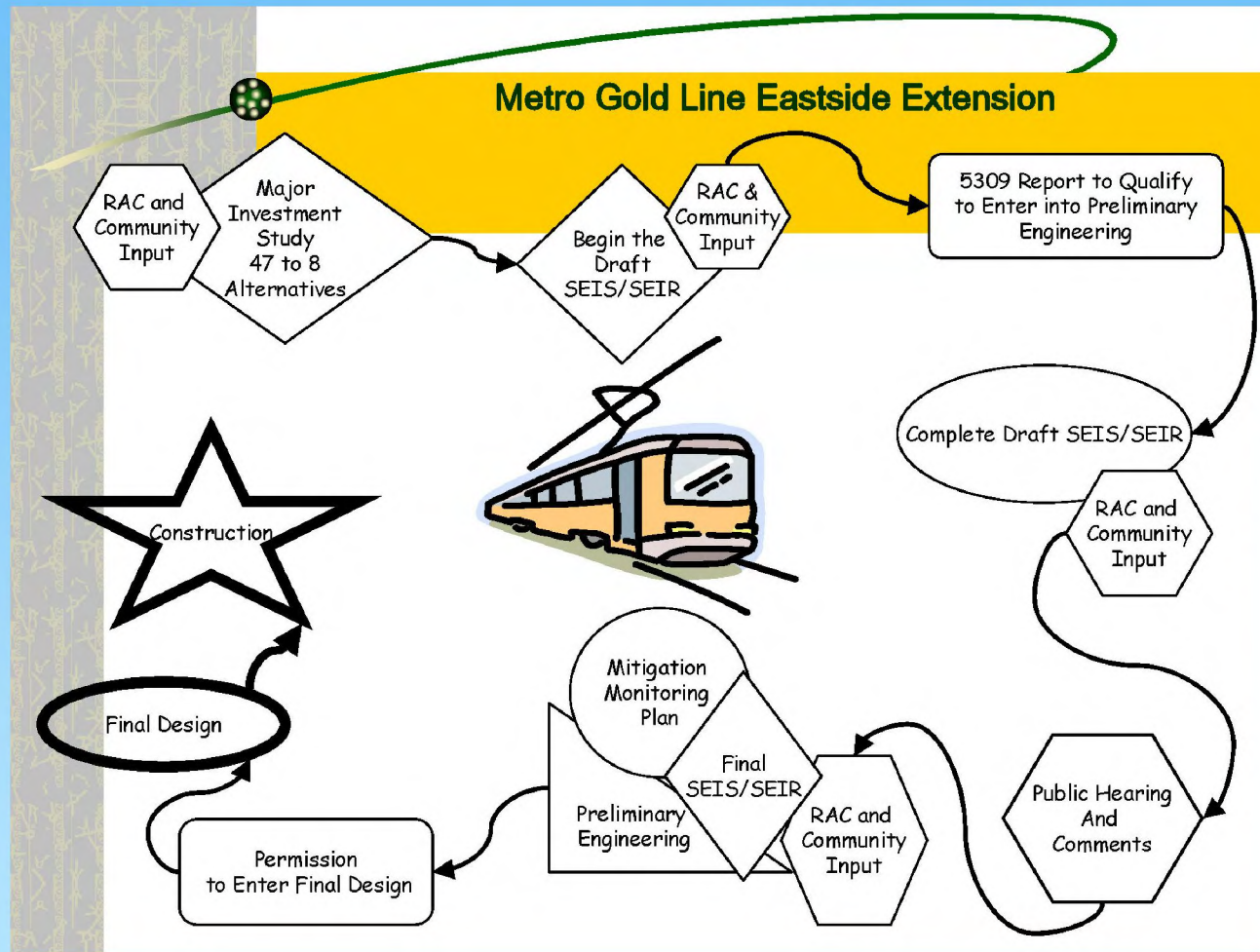
- 6 Mile Alignment
- 1.7 Miles of Tunnel
- 8 Stations (6 At-grade & 2 Underground)
- Park & Ride Facility
- Direct Connection to the Pasadena Metro Gold Line
- \$898.8 million
- Opens in 2009

Metro Gold Line Eastside LRT Extension

Successful Project Execution

- Environmental Planning and Community Outreach
- Project Planning and FTA Approval Schedule
- Developing a Reasonable Budget
- Selecting the Right Contract Delivery Method
- Third Party Agency/Utility Coordination
- Putting Together the Right Project Team
- Managing Disputes

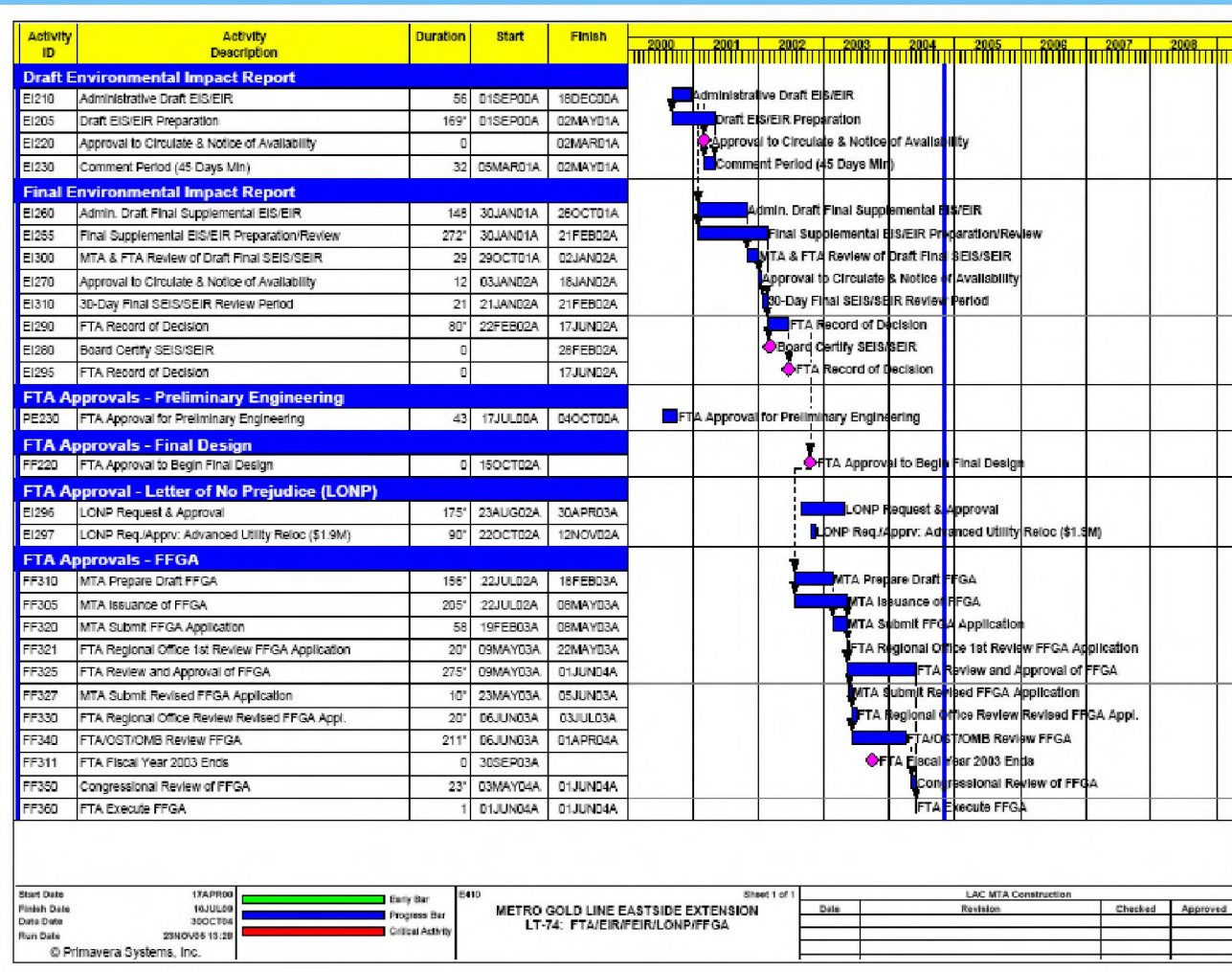
Environmental Planning and Community Outreach



- Thorough environmental planning and review including community outreach can help to avoid controversial planning decisions which can lead to difficult and costly environmental mitigations.

Metro Gold Line Eastside LRT Extension

Project Planning and FTA Approval Schedule

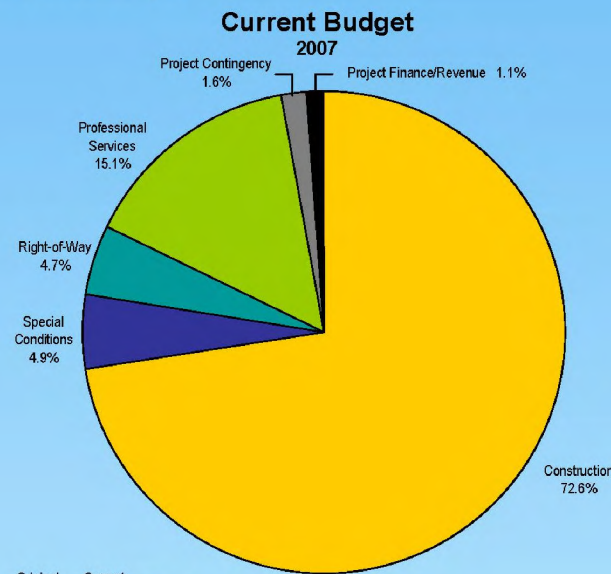
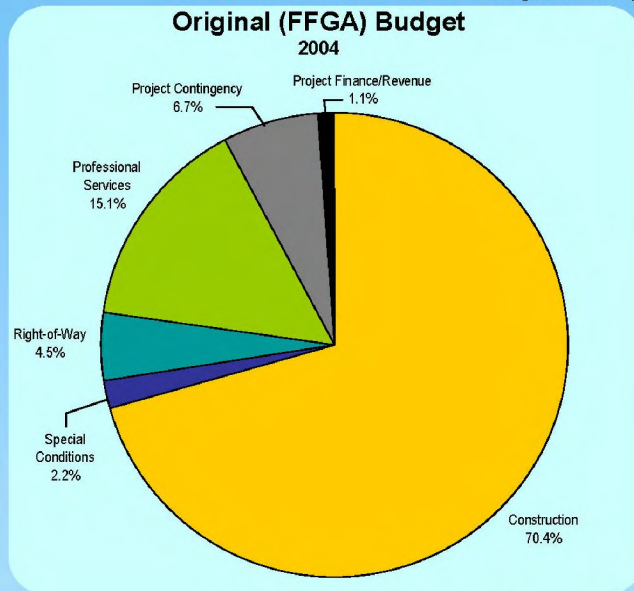


- Understanding all of the steps necessary to obtain a Federal Full Funding Grant Agreement is essential in developing a realistic Project Schedule.
- Bid/Award and Construction NTP will be held up if approvals are not in place.

Metro Gold Line Eastside LRT Extension

Developing a Reasonable Budget

Metro Gold Line Eastside Extension
Project Budget Comparison by Element
 Original Budget vs. Current Budget



Cost in \$ mil.	Original Budget	Current Budget	Difference
Construction	633.2	652.0	18.8
Special Conditions	19.5	43.9	24.4
Right-of-Way	40.4	42.3	1.9
Professional Services	135.3	135.8	0.5
Project Contingency	60.2	14.6	-45.6
Project Finance/Revenue	10.2	10.2	0.0
TOTAL	898.8	898.8	0.0

- Developing reasonable budgets require estimates that take into account construction material and labor cost trends.
- Limited funding leads to decisions as to how the budget should be allocated against cost risks and the remaining project contingency.

Metro Gold Line Eastside LRT Extension

Risk Assessment Process



Management of Highest Risk Elements

Each risk assessment item is comprised of the following:

- Risk Owner
- Potential of Risk Being Realized (Low/Medium/High)
- Probability of Occurrence as a Percentage
- Strategy Summary (Avoid/Transfer/Mitigate/Accept)
- Timetable
- Dollar Impact to Project Per Risk Register
- Project Contingency Set-Aside
- Schedule Impact to Project in Working Days and
- Project Schedule Contingency in Working Days

Metro Gold Line Eastside LRT Extension

Management of Highest Risk Elements

Risk Assessment/Register Flowchart

PCM* prepares and issues current risk register to risk owners

PCM* reviews/updates Risk Register with risk owners, Project Managers, Project Director & Chief Capital Management Officer

PCM* prepares overall project forecast in connection with forecast updates from functional managers

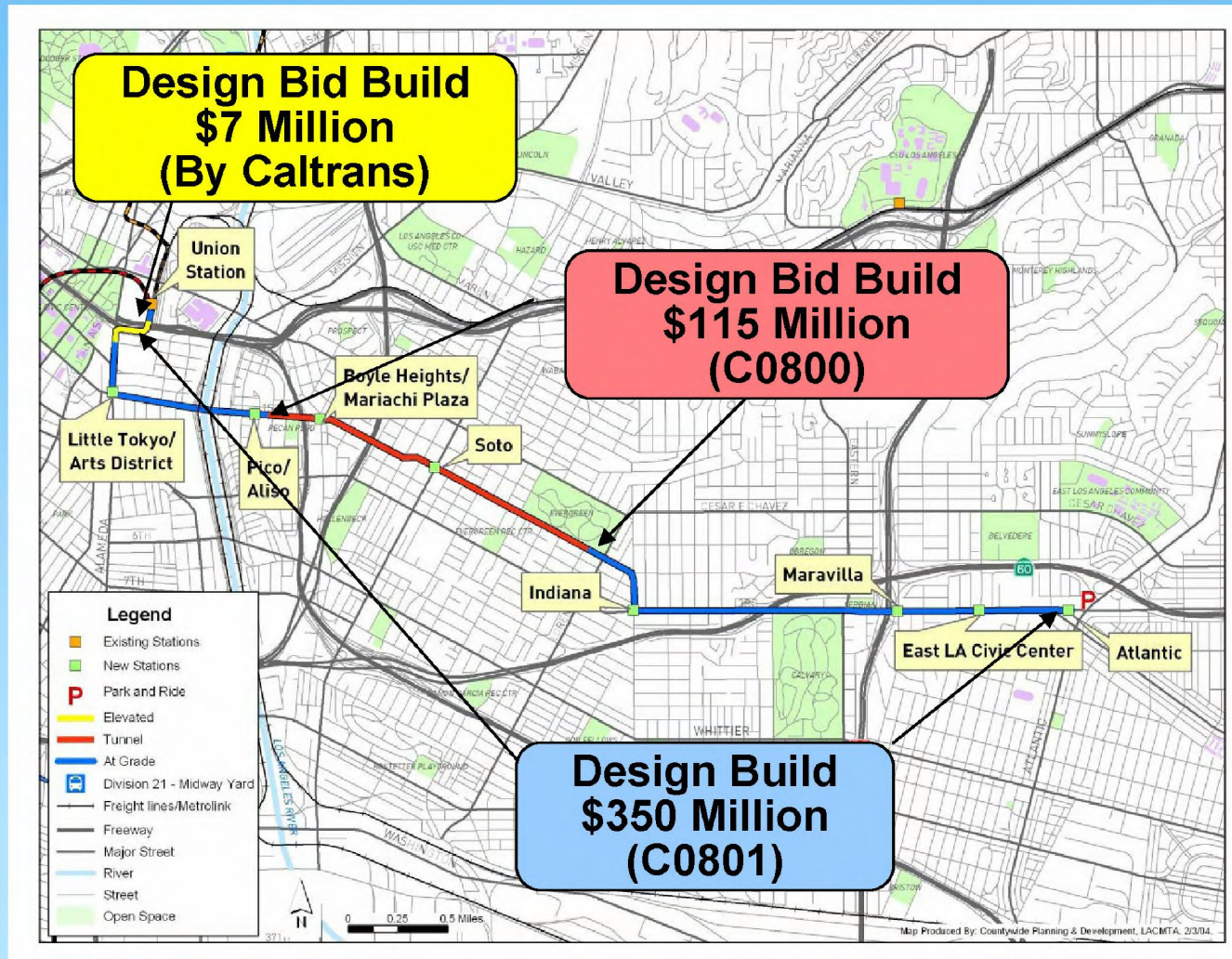
Risk Register

PROJECT: METRO GOLD LINE EASTSIDE LRT EXTENSION PERIOD ENDING: DECEMBER 2044											
RISK ID	RISK NAME	RISK TYPE	POTENTIAL REALISED RISK	PROBAB- ILITY OF OCCUR- RING	STRATEGY MITIGATION MEASURES	IMPACT ON PROJECT VALUE	IMPACT ON PROJECT COST	IMPACT ON PROJECT TIME	IMPACT ON PROJECT RISK	IMPACT ON PROJECT RISK	ASSIGNED OWNERS
1	CRASH - MODEL'S DAILY STANDING TIME - 1st SCENARIO										
02/10	Model's Daily Standing Time - 1st Scenario	High	High	High	Model's Daily Standing Time - 1st Scenario	\$10,000,000	\$10,000,000	10,000,000	10,000,000	10,000,000	Project Manager, Chief Capital Management Officer
02/11	Model's Daily Standing Time - 2nd Scenario	Medium	Medium	Medium	Model's Daily Standing Time - 2nd Scenario	\$5,000,000	\$5,000,000	5,000,000	5,000,000	5,000,000	Project Manager, Chief Capital Management Officer
02/12	Model's Daily Standing Time - 3rd Scenario	Medium	Medium	Medium	Model's Daily Standing Time - 3rd Scenario	\$5,000,000	\$5,000,000	5,000,000	5,000,000	5,000,000	Project Manager, Chief Capital Management Officer

* PCM – Project Control Manager

Metro Gold Line Eastside LRT Extension

Selecting the Right Contract Delivery Method



- The bidding climate and cost risk factors must be considered in selecting the appropriate Contract Delivery Method for the Project.
- Weighing Owner Risk vs. Contractor Risk in the amount of engineering details is an important decision.

Los Angeles Metro Gold Line Eastside Extension Project

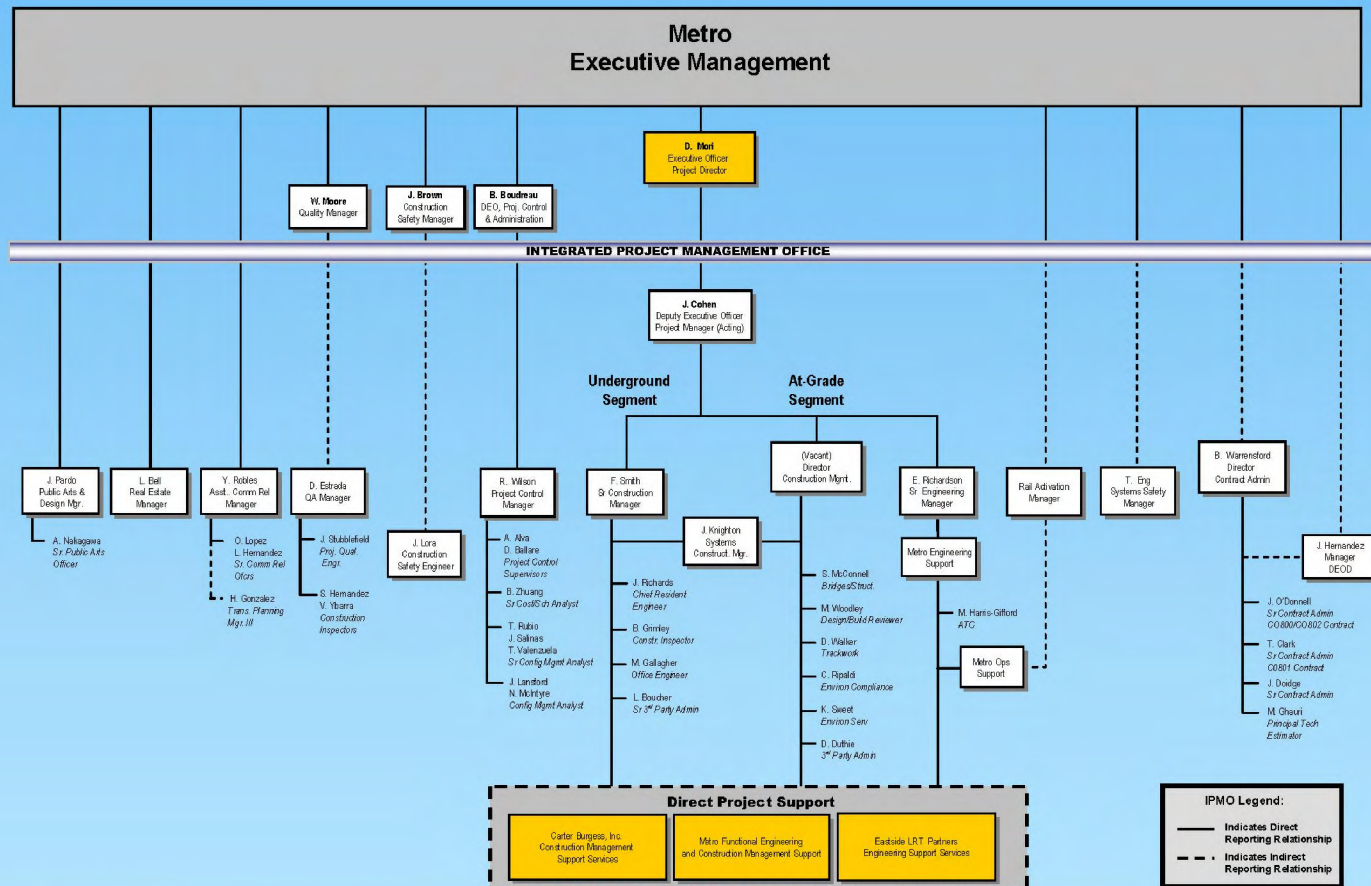
Metro Gold Line Eastside LRT Extension

Third Party Agency/Utility Coordination

- Early coordination to define project scope, limits and cost responsibilities
- Reduced risk perception by Design/Builders
- More competitive price bids
- Roles and responsibilities clearly defined to expedite approvals during design and construction
- Reduced potential for third party claims and adversarial relationships

Metro Gold Line Eastside LRT Extension

Putting Together the Right Project Team



- Integrated Project Management Office (IPMO) approach can define roles and responsibilities, streamline reporting relationships and the co-location of the owner, consultants and contractor will improve daily communication and decision making.

Metro Gold Line Eastside LRT Extension

Putting Together the Right Team

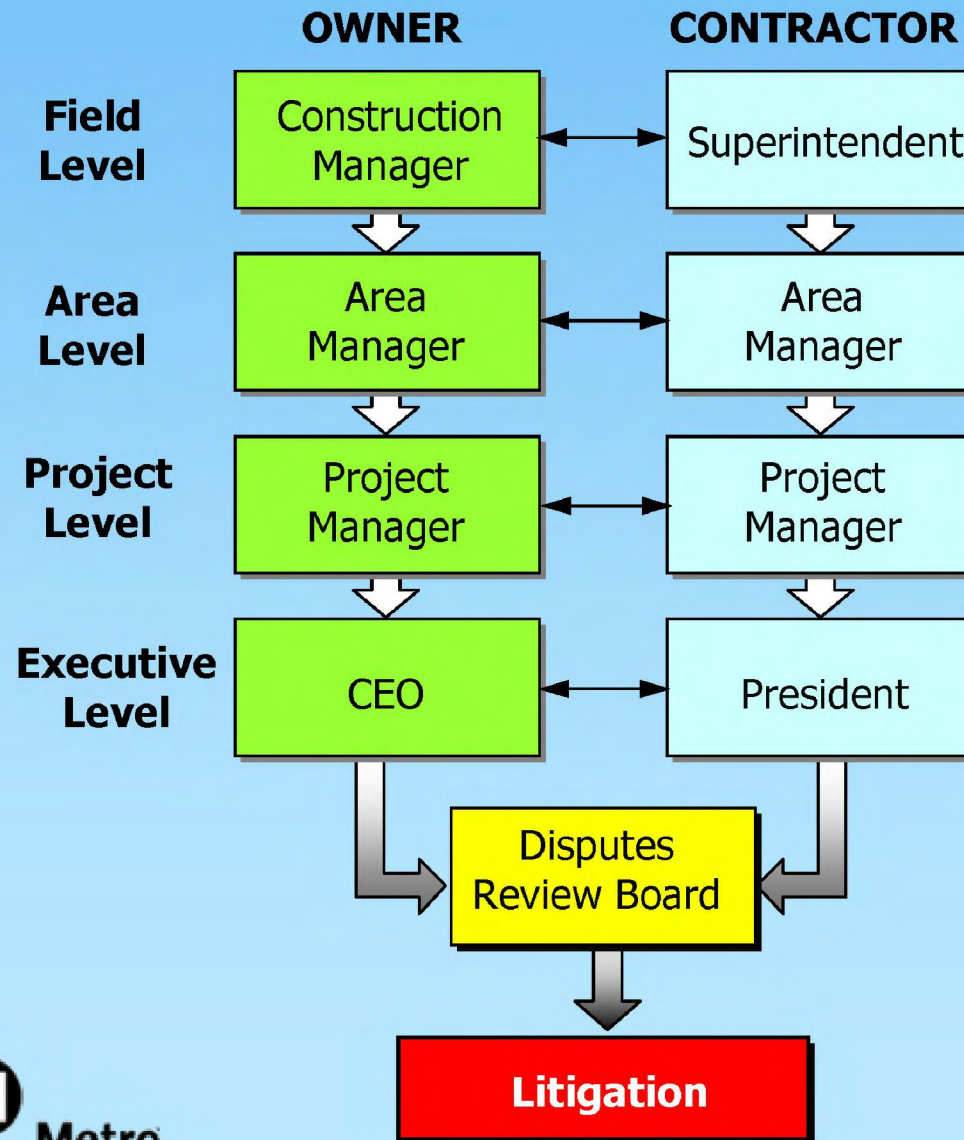
Agency, Consultant and Contractor Resources

- Finding and attracting Agency and Consultant staff with the right technical knowledge, experience and management skills.
- Keeping experienced staff in a competitive job market when job security or future opportunities are uncertain.
- Capturing “lessons learned” and mentoring from “old-timers” before they retire and leave the transit industry.
- Attracting the right Contractors during a healthy construction environment when Contractors are in high demand.



Metro Gold Line Eastside LRT Extension

Managing Disputes



- Disputes can be time-consuming and costly
- Resolving disputes through a “Disputes Resolution Ladder” can be done effectively before escalating the dispute to Executive Management
- Disputes Resolution Board is the last step before litigation

Metro Gold Line Eastside LRT Extension Underground Construction



- Excavation of both tunnels was completed in December 2006 with no measurable surface settlement.
- Construction of the two underground stations is underway.

Metro Gold Line Eastside LRT Extension

At-Grade Construction



Little Tokyo/Arts District LRT Station



Pomona/Atlantic LRT Station

- 4 of the 6 At-Grade Light Rail Transit Stations are in Construction.
- Trackwork installation is underway along the eastern part of 3rd Street.
- Traction Power Sub Station installation will begin by Summer 2007.

Joint Development Sites

RED LINE:

North Hollywood	15.56
Acres	
Universal City	12.00
Acres	
Westlake Mac Arthur Park	3.7
Acres	
Wilshire/Vermont	(a) 4.2
Acres	
	(b) 5.3
Acres	
Vermont/Santa Monica Blvd	1.3
Acres	
Vermont/Sunset	0.7
Acres	
Vermont/Beverly	0.5
Acres	

ORANGE LINE:

Balboa Orange	
Line Station (2 sites)	1.8, 2.2
Acres	
Canoga Park-and-Ride	3.8
Acres	
Sepulveda Station:	12.48
Acres	



Eastside Extension –

GOLD LINE:

Chavez/Soto	3.5
Acres	
First Street/Boyle	0.2 Acres
First Street/Soto	0.1 Acre
First Street/Lorena	0.1 Acre
Santa Fe	2.7
Acres	
Pomona/Atlantic	1.3 Acres

BUS FACILITIES:

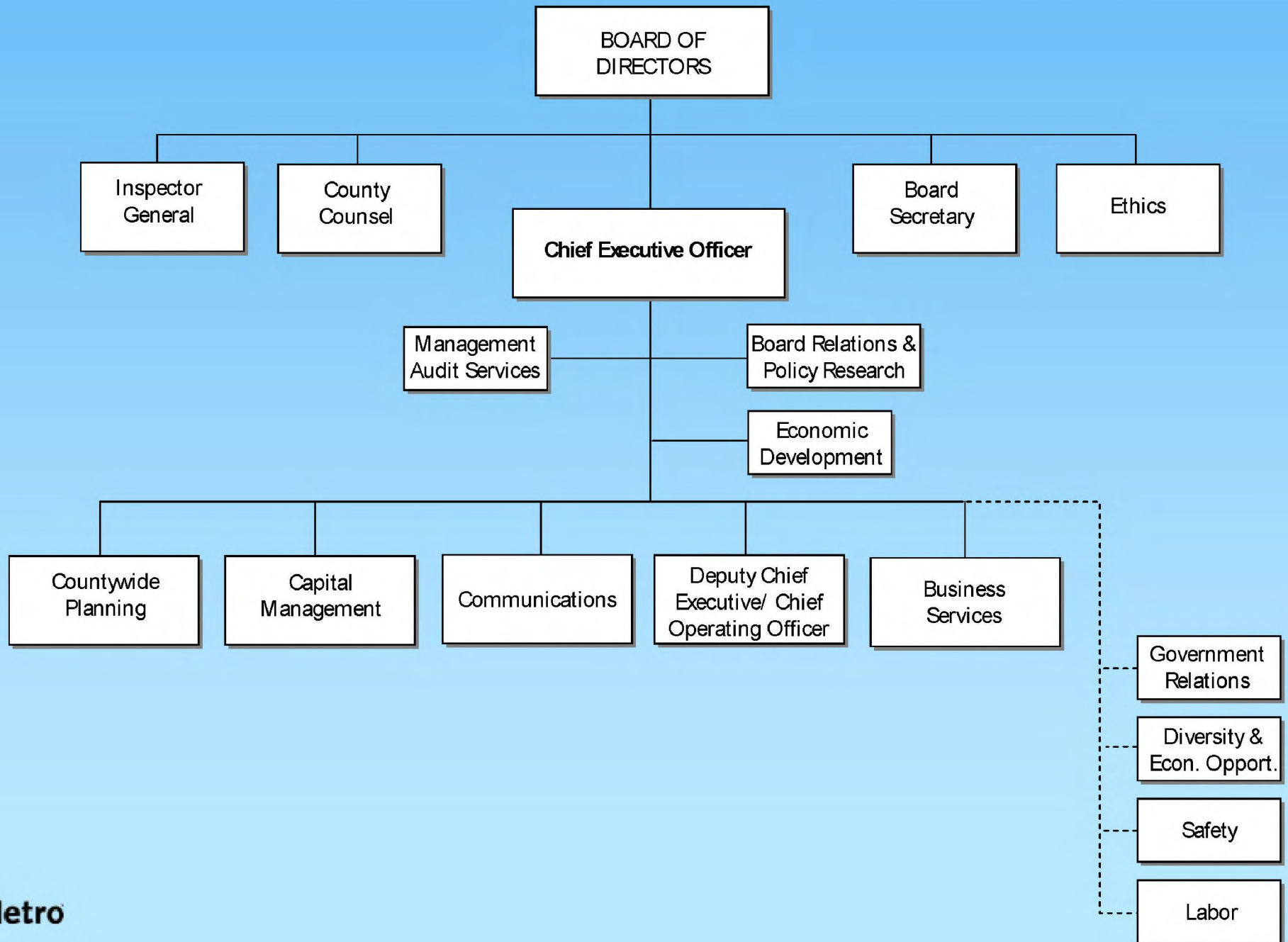
Division 7-	
(West Hollywood)	8.3 Acres
El Monte Transit Village	
Temple/Beaudry	1.25
Acres	

OTHER:

Taylor Yard	23
Acres	
Chatsworth Metrolink	
Station:	11.4
Acres	
Artesia (Blue Line)	6.4
Acres	
Expo Line	
(Culver City et.al.)	-----



Management Organization Chart





Salt Lake City Utah



The City and County of Honolulu's Second Annual Transit Symposium

“Managing a Growing Transit System”

Michael Allegra
Assistant General Manager/ Chief
Capital Development Officer







Utah Transit Aut

- Public Transit District
- Linear geographic area - 130 miles by 20 miles (1400 square miles)
- Currently employs 1700+
- Operates 650+ buses and 69 LRV'S
- Carries 38,000,000+ passengers per year

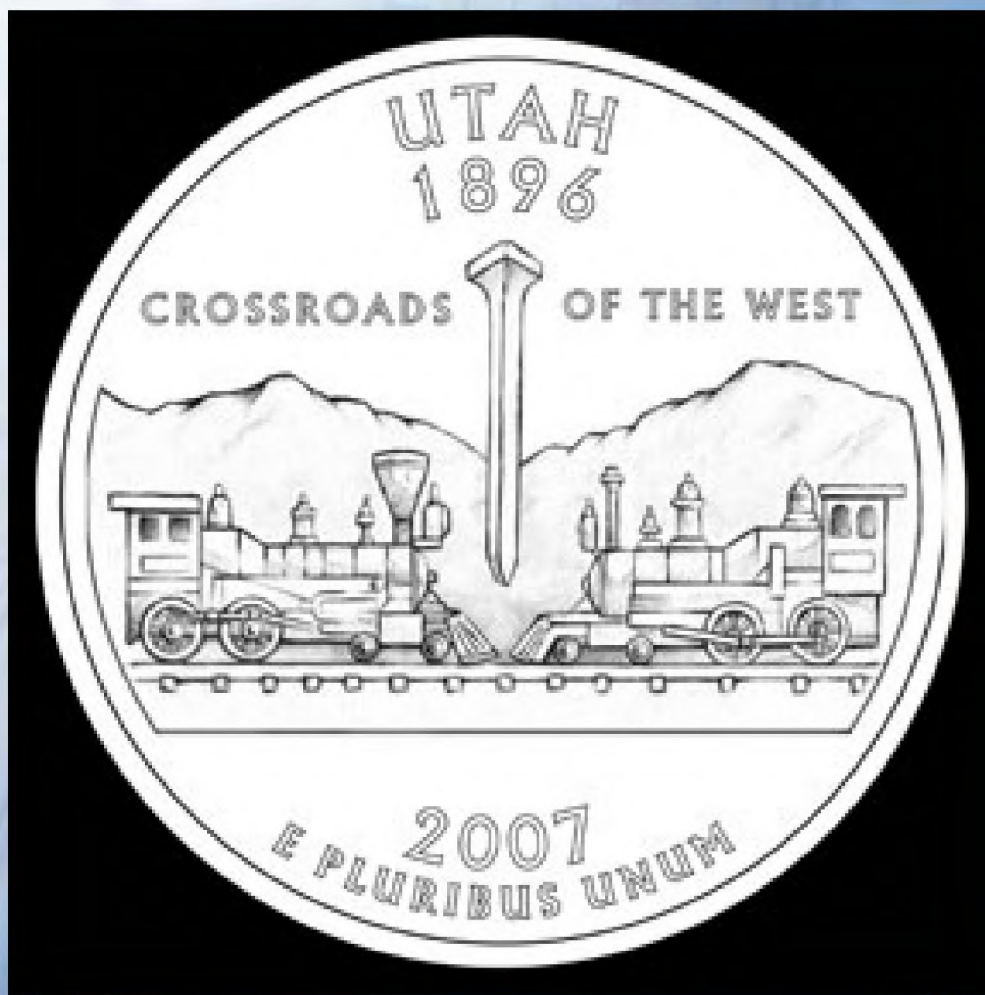


The Wasatch Front



- 79% of the Utah's population lives within UTA service area
- A narrow, linear corridor
- Bounded by lakes and mountains
- Designed for transit!

Utah's State Quarter

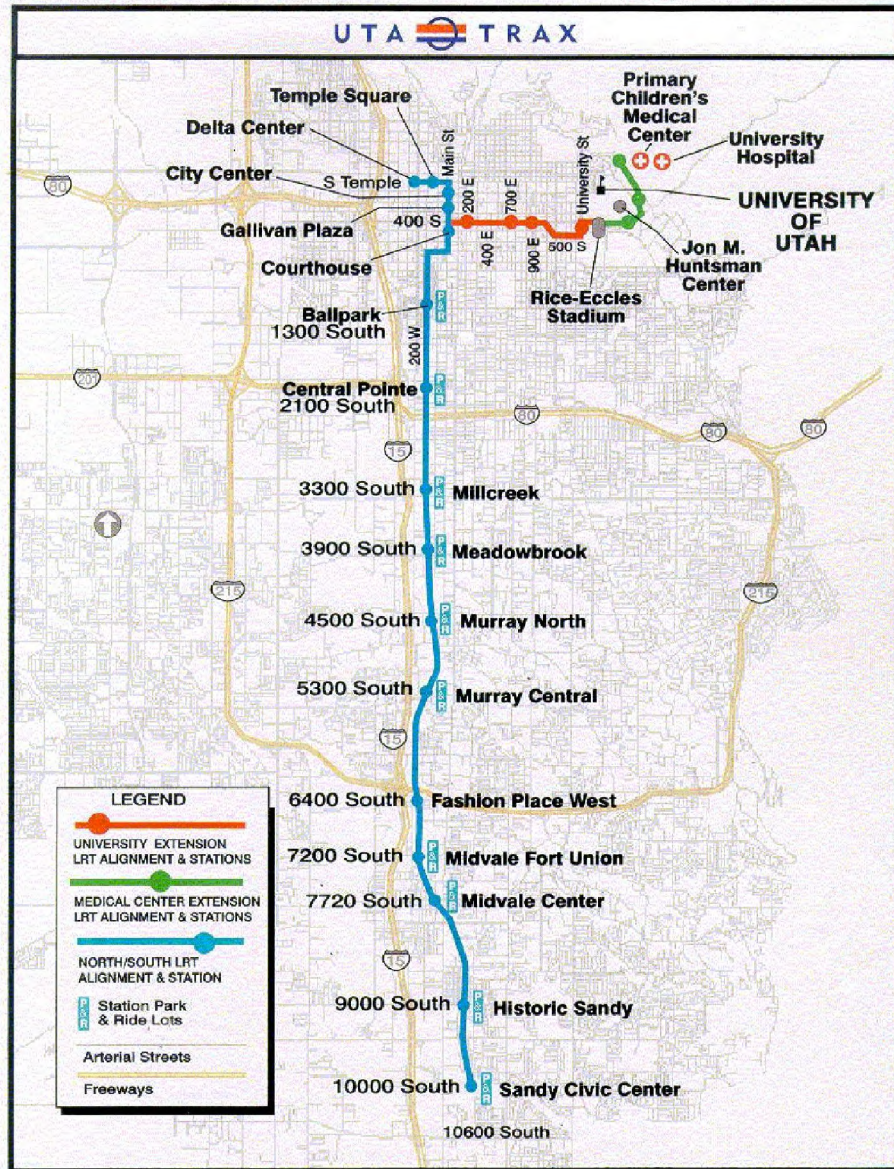


Past Meets the Future

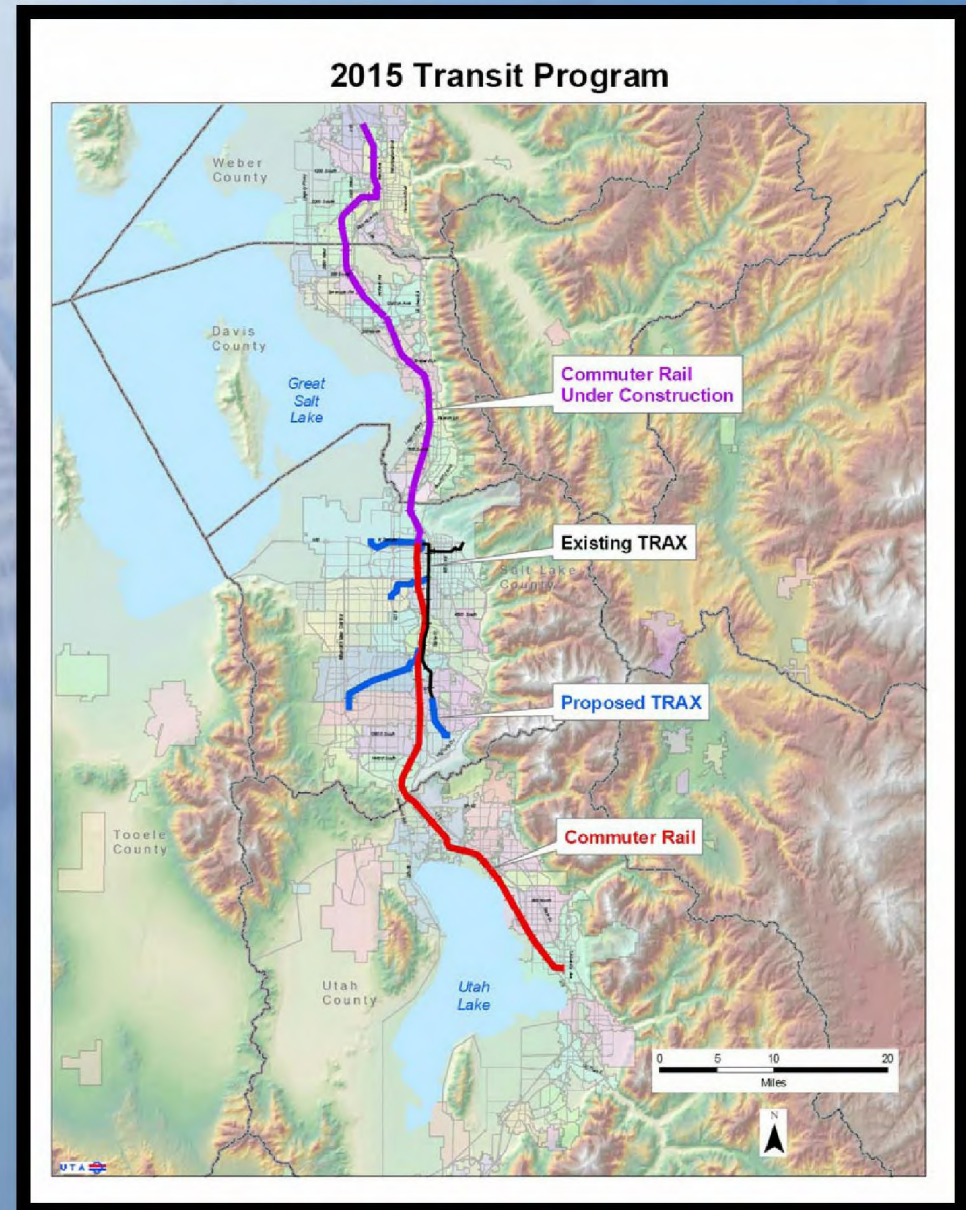


Photo illustration by COLIN BRALEY/Standard-Examiner

UTA: Present and Future



Current



2015 Transit Program

Transit Timeline

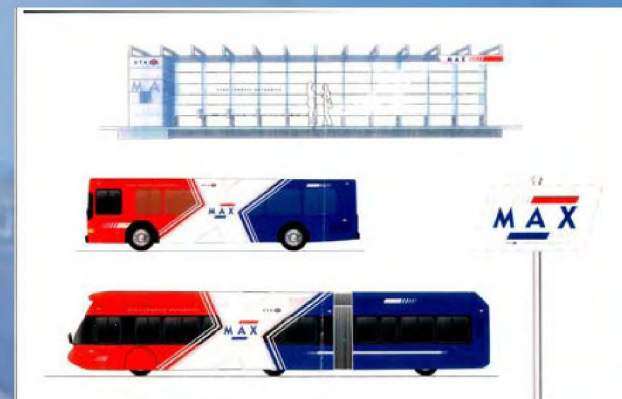
- Approved \$2.5B Referendum
- 2002 Winter Olympics
- Approved Referendum
- Built 1st Leg of LRT on Main St.
- Legal challenge on Downtown Alignment
- MPO Reconsiders vote of LRT on LRP
- Purchased RR ROW
- Failed Referendum
- Legislature Authorizes ¼% for Transit/Hwy (75%/25%)
- MPO puts LRT +1¼% Sales Tax on Plan

2008
2006
2003
2002
2001
2000
1999
1997
1995
1992
1991
1990
1987
1985
1983

- CRT Opens
- Med Center TRAX Opens
- University TRAX Opens
- North/South TRAX OPENS
- FFGA
- Supplemental EIS
- Record Of Decision
- PE
- FEIS
- DEIS (12 Alternatives)
- LRT Alternatives Analysis
- LRT Systems Plan

Current Projects

- ▶ 88 Miles of Commuter Rail
- ▶ 50 Miles of Light Rail
- ▶ 100 Miles of BRT



MAX - Bus Rapid Transit

TRAX Light Rail

- Mid-Jordan Line
- Draper Line
- West Valley Line
- Airport Line



Commuter Rail – the *FrontRunner*

- Weber County to Salt Lake City
- Provo to Salt Lake FrontRunner

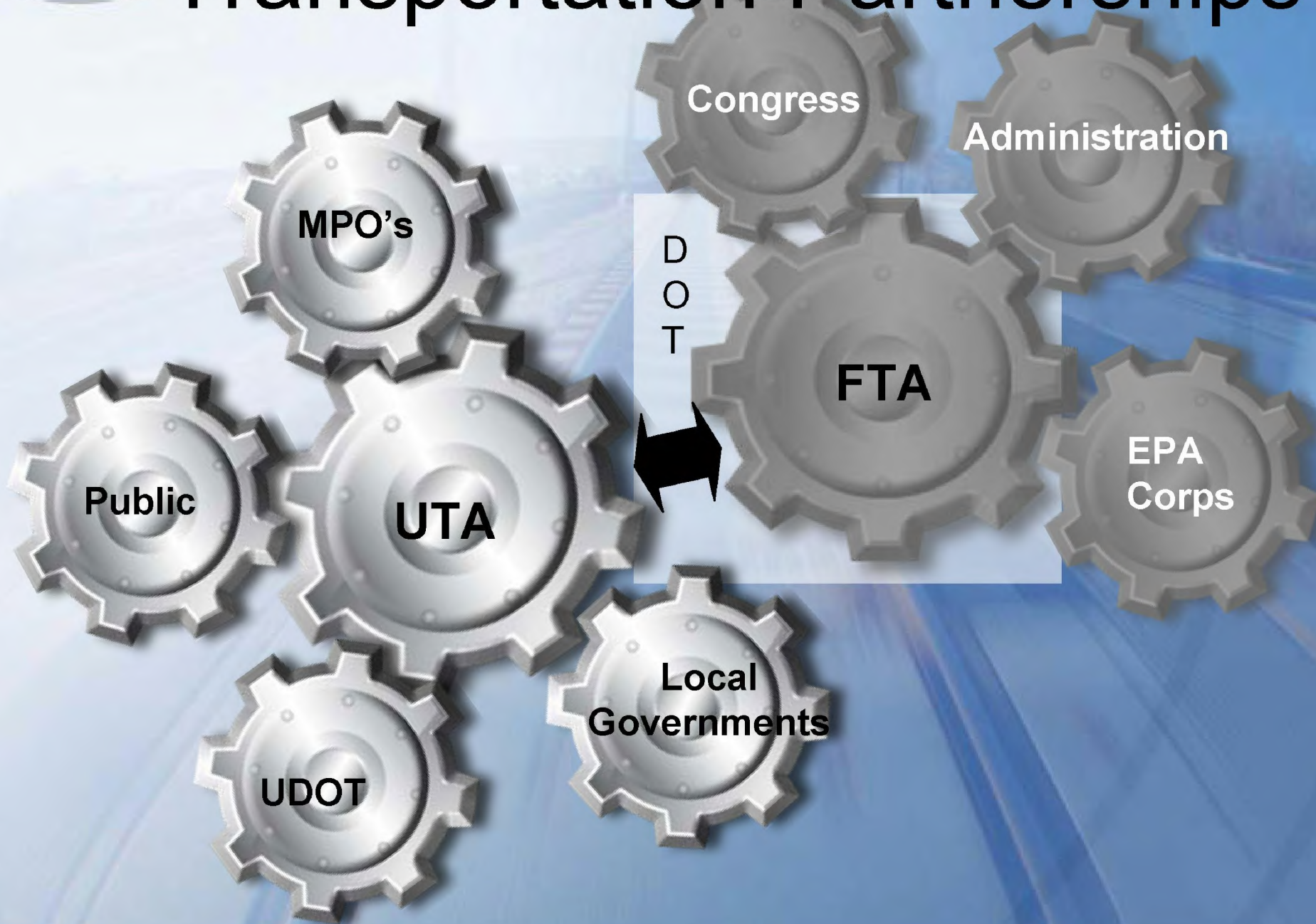


Transit Governance

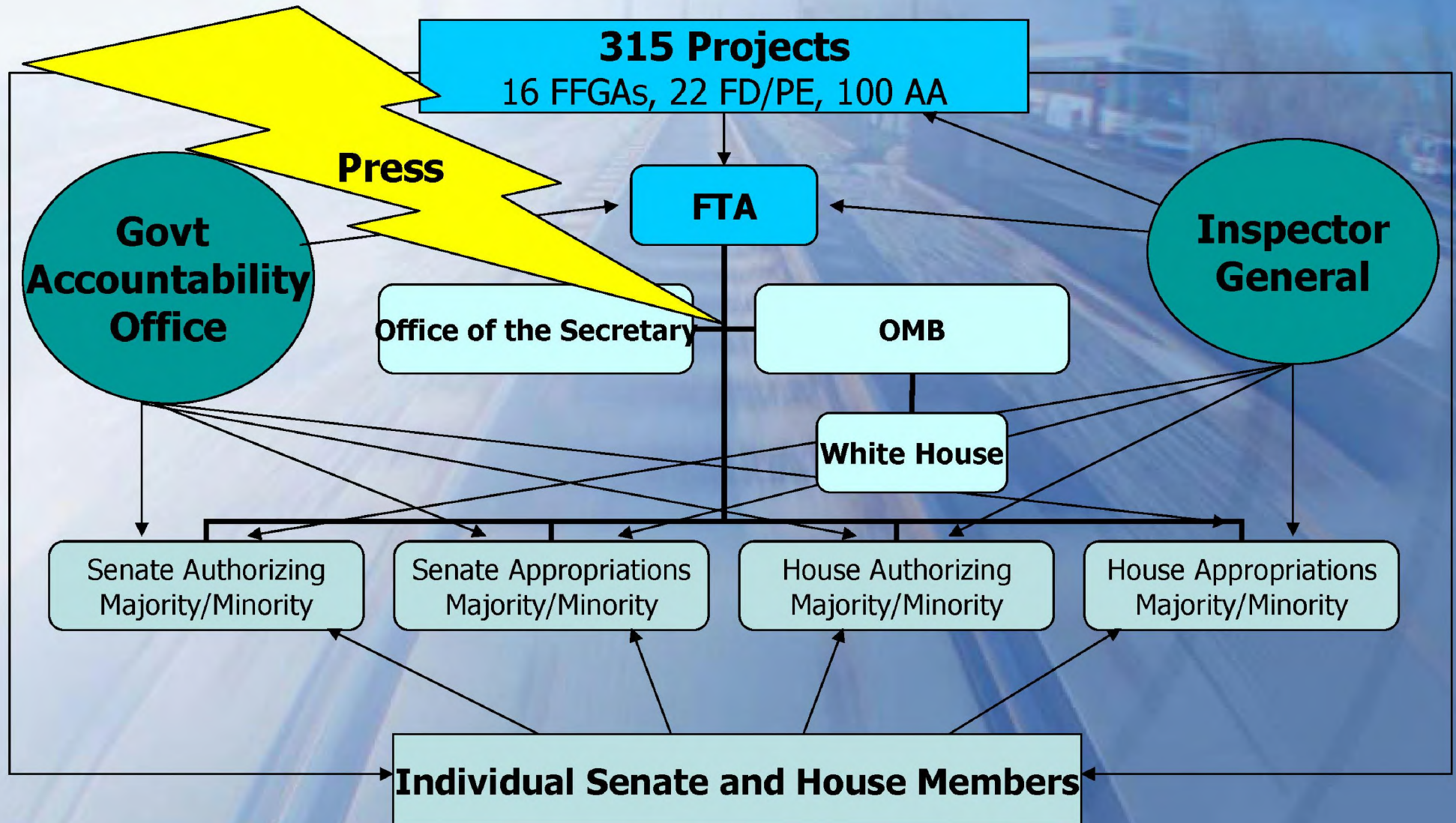
- Analysis of governance in the 50 largest urbanized areas of the country

A	Transit Agencies that are controlled, funded and operated by the state	4/50	New Jersey, Massachusetts, Maryland and Rhode Island
B	Urbanized areas that have a single, special purpose regional transit agency	35/50	Salt Lake City, Denver, Portland, Dallas, St. Louis....
C	Urbanized areas where there are multiple transit agencies within the region and where the legislature has designated a regional oversight agency	5/50	New York, Chicago, San Francisco, San Jose, Phoenix and San Diego
D	Urbanized areas where multiple transit agencies exist within the region, but where there is no regional oversight	4/50	Los Angeles, Washington DC, Miami and Seattle
E	Transit Construction Authority's	---	Los Angeles, New York, Phoenix....

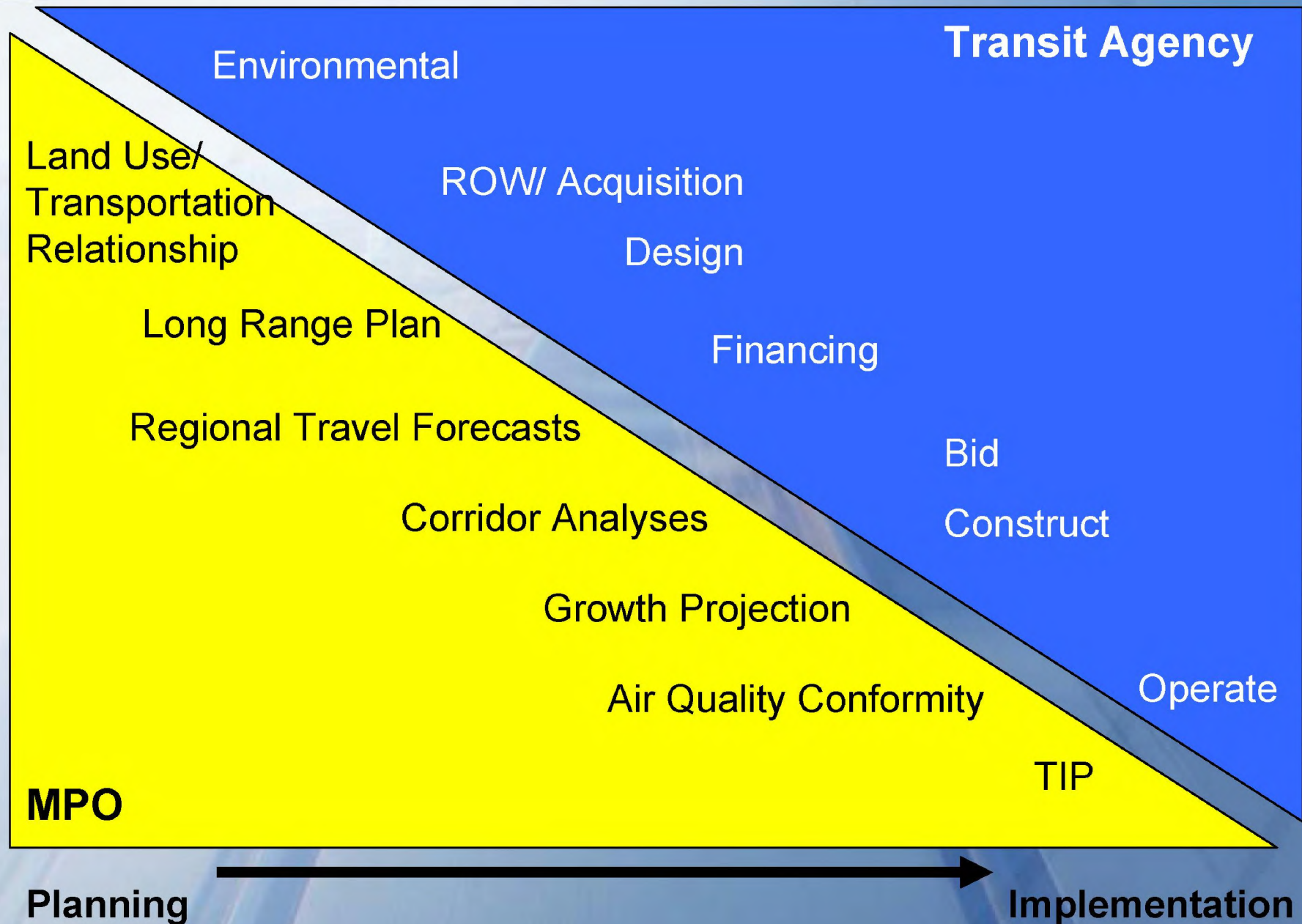
Transportation Partnerships



The New Starts Environment



Cooperative Planning Process



UTA Board of Trustees



Orrin T. Colby,
President

Business	5
Academic	2
Current/Former Local Elected Official	7
Current/Former Legislator	2

**Early 1990's: Doug
Eddie**



**Late 1990's:
Carver**



**2000's: Unique
UTA**

- Established transit authority by state code
 - Statute establishes governance, broad purposes
 - Authorizes service and fares to be set
 - Allows construction of facilities
- Tax revenue voted on by public referendum
- UTA Board appointed by local government
- Board sets vision, direction, mission
- Board establishes goals (budget/schedule), ends policies, limitations
- Board delegates through the GM/CEO
- Management is challenged to meet goals through innovation and within bounds of board goals and policies
- Incentive program available
- Board regularly reports back to local government



Project Philosophies

- Start small (success breeds success)
- Good, defensible project
- Auditable (will always have audits!!!)
- Persistence/ Perseverance
- Make decisions and stick to them
- Responsive to community needs/culture
- Leadership (political champions)
- Stakeholder Integration/ Partnerships – FTA, Business, Local Officials
- Proven, off-the-shelf technology
- Innovative delivery methods
- Public/private partnerships



Project Delivery

- Authority to manage all aspects of project
- Strong Project Management Plan
- Keen focus on funding and financing
- Lean corporate management team
- Rely on staff support during various phases
- Rely on “experts” for design, construction and construction management
- Stakeholder integration/partnerships
- Early construction activities



Project Management Plan

- Project Overview
- Project Description
- **Management Approach**
- **Organization and Structure**
- Grants Administration
- Preparation and Maintenance of the Project Management Plan
- **Contracts/Procurement Management**
- **Real Estate Acquisition Program**
- **Design Standards and Criteria**
- Construction Management
- System Testing and Start-Up
- Quality Assurance/ Quality Control Program
- Risk Management and Insurance
- Public Relations
- **Federal Transit Administration Coordination**

The Future of Honolulu Transit





San Francisco California



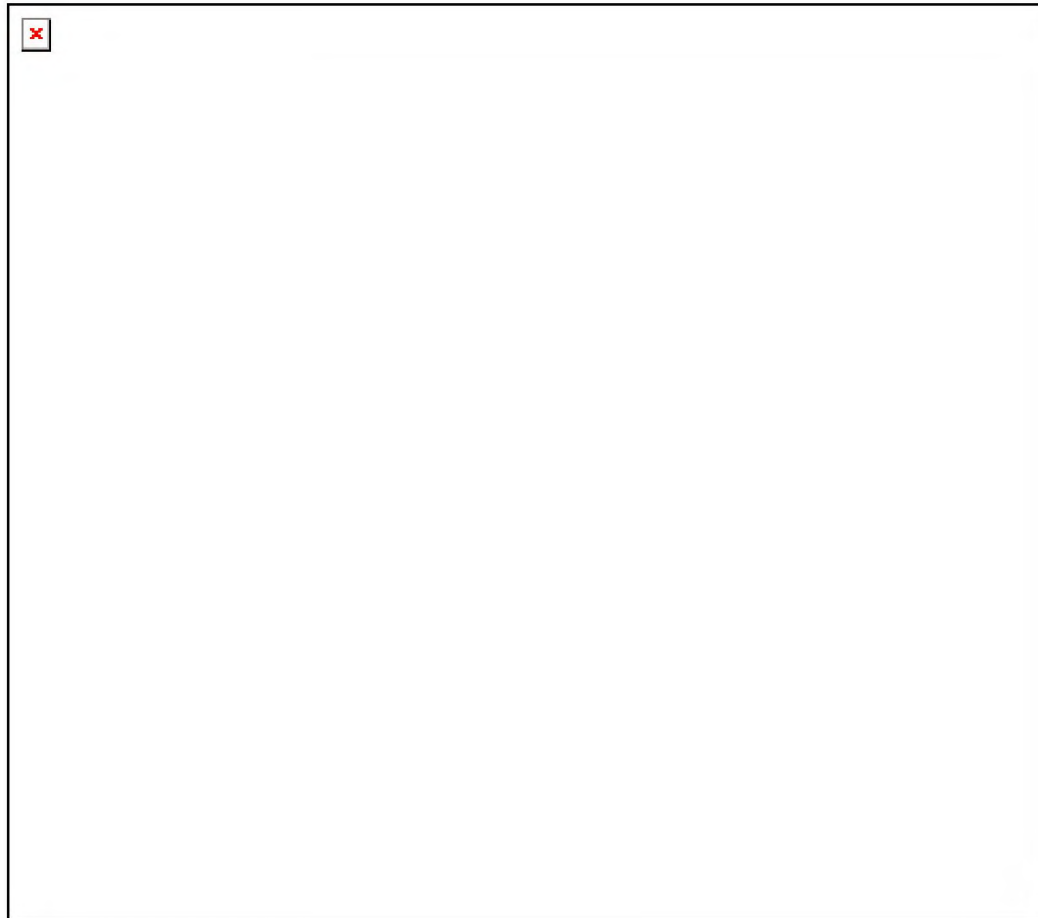
SAN FRANCISCO: Transitions in Transportation Governance



11 | 13 | 2007 | HONOLULU, HAWAII

San Francisco

- Seventh largest transit system in North America, by ridership
- Service Area:
47.4 square miles
- Service Area Population:
799,203 residents
- Annual ridership:
206 million
- 95% of residents are within two blocks of a Muni stop

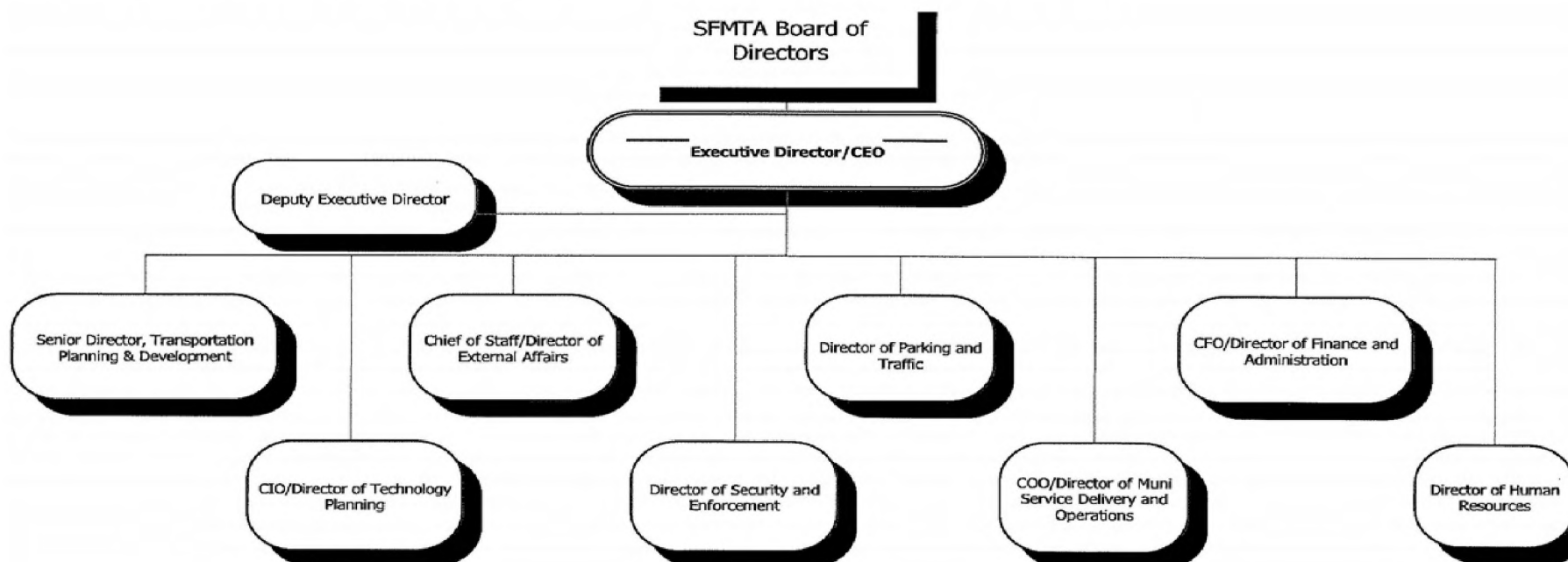


Proposition E

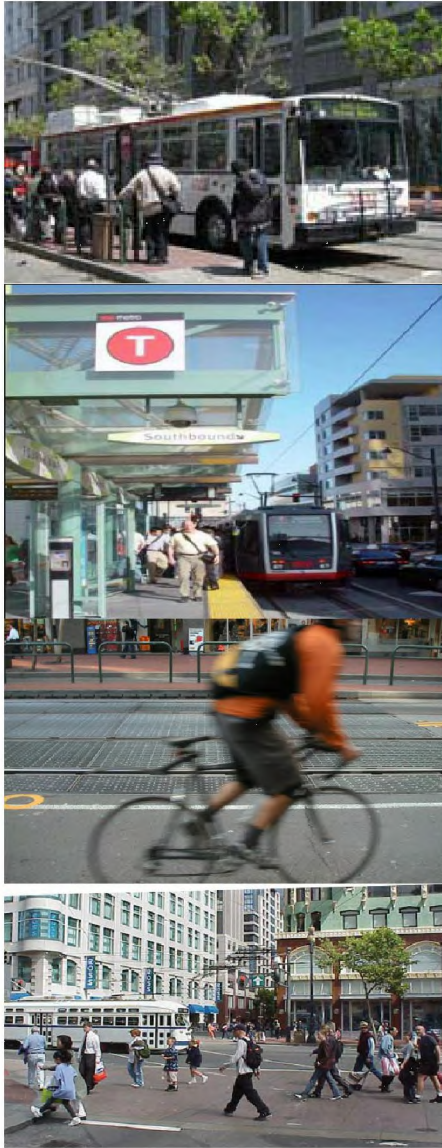
- **Passed by voters in 1999**
- **Consolidated the Municipal Railway (Muni) and Department of Parking and Traffic under a single Municipal Transportation Authority**
- **Stabilized funding as a City department**
- **Designated seven-member Board of Directors to oversee agency**
 - Appointed by Mayor and confirmed by Board of Supervisors
- **Established a 15-member Citizens Advisory Council to review the agency's budget and make policy recommendations**
- **Mandates Service Standards and reporting**
 - 85 percent on-time performance
 - Quarterly reporting
- **Allows for the governing of City Taxicab Commission**

Organizational Overview

- Officially created in July 2002
- Department of the City/County of SF
- Governed by SFMTA Board of Directors and advised by Citizens Advisory Committee
- 4,800 Employees / 17 Labor Unions



2007 Snapshot



- **Multi-modal transportation agency**
 - Public transit
 - Bus, rail, trolley coaches, LRVs, historic streetcars, cable cars
 - Parking control
 - Parking meters
 - Garages
 - Traffic management
 - Street design
 - Signals and vehicular traffic flow
 - Bicycles (bike lanes, etc.)
 - Pedestrian Access and Safety
 - Crosswalks
 - Pedestrian improvements

SFMTA Initiatives

- **Third Street Light Rail**
 - Initiated April 2007
- **Improving safety for pedestrians, cyclists, passengers, and drivers**
- **Completing the Transit Effectiveness Project, Muni's first citywide evaluation of its network in 25 years**
- **Central City Subway – now fully funded**
- **Van Ness / Geary BRT**
- **Improving technology systems: NextMuni, SFgo, Translink**
- **Developing a fuel-efficient fleet**



SAN FRANCISCO TRANSIT EFFECTIVENESS PROJECT



VAN NESS AVENUE
Bus Rapid Transit (BRT) Project



Transit Effectiveness Project

- **A comprehensive evaluation of the existing transit system – the first in 25 years**
 - Improve overall performance and promote long-term financial stability of the SFMTA and transit system
 - Make service more attractive and cost-effective
 - Develop a multi-year action plan that provides a road map for SFMTA Board and management

DETERMINE OVERALL VISION

- Review best practices
- Develop vision, goals and policy framework

IDENTIFY WHAT'S WORKING AND WHAT ISN'T

- Conduct citywide market research
- Conduct extensive analysis of service and operations

DEVELOP AN EARLY ACTION PLAN

- Identify measures that could be taken immediately to improve service effectiveness and efficiency

DEVELOP A RECOMMENDED SERVICE PLAN

- Identify service alternatives
 - Evaluate and assess potential impacts
 - Develop an operations and financial plan
-

SFGo



- **Communications System Infrastructure**
- **Transit Signal Priority**
- **Bicycle and Pedestrian Improvements**
- **Real-Time Traveler Information**
- **Special Events and Incident Management**
- **Emergency Management**
- **Parking Guidance System**



Regional Partnerships

- **Transbay Joint Powers Authority**
 - Transbay Terminal – largest transit hub in the country
- **Peninsula Corridor Joint Powers Board (Caltrain)**
 - Multi-county commuter rail
- **TransLink**
 - Reloadable smart card for Bay Area transit providers



Transbay Terminal



- **World class regional transit center, accommodating over 45 million commuters annually**
- **Direct access to regional transit providers**
- **Extends Caltrain commuter rail lines to the Transbay Transit Center site, reducing commute times for Peninsula riders commuting to the City.**
- **Transform an underutilized section of downtown San Francisco into a thriving transit-oriented neighborhood.**

Ongoing Challenges

- **Improving financial capacity**
 - Targeting new market segments with online sales, fare studies, value pricing, public private partnerships
 - Exploring revenue enhancements
- **Service reliability and system performance**
 - Transit Effectiveness Project (TEP)
- **Safety and security**

Unique Operating Environment

- **Unique political environment**
 - Ballot measures
 - Charter amendments
- **SFMTA remains a City department**
 - Annual budgets subject to Mayor and Board of Supervisors approval
 - Funding determined by Mayor and Board of Supervisors
 - Restrictive hiring environment
- **Multitude of large transit providers throughout Bay Area, of which SFMTA is the largest (26 total in the region)**
 - AC Transit
 - BART
 - Caltrain
 - Golden Gate Transit
 - SAMTrans

Moving Forward: Prop. A

- **Reinforces SFMTA commitment to environmental responsibility**
 - Mandates a Climate Action Plan for the Agency
- **Increases management accountability and workforce flexibility**
 - Legislates work rule improvements in exchange for wage concessions
 - Promotes flexibility and accountability with more at-will management positions
- **Enhances revenues**
 - Dedicates all on-street and off-street parking revenues to SFMTA
 - Directs allocation of 80% of parking taxes to SFMTA
 - Allocates to SFMTA gas tax, motor vehicle licensing fees, and other motor vehicle related tax and fee revenue as allowed by state law

Moving Forward: Prop. A (cont'd)

- **Improves budget control**
 - Requires Agency to budget in two-year cycles
 - Allows Board of Supervisors to approve/reject only entire budget
 - Allows for reallocation of budget and positions within projected budget without Controller review and approval
- **Not without challenges**
 - Difficult to build support for such a complicated measure
 - Wage concessions
 - Creates more collaborative bargaining environment
 - Hard to explain this to public
 - Competing parking measure complicated campaign despite early compromise



Vancouver British Columbia Canada



Honolulu Transit Symposium 13-14 November 2007

Panel 1 – Institutional Arrangements





Overview

Technology:	Automated Light Metro System
Length of Line:	19 km
No. of Stations (2009):	16
Estimated Daily Riders (2010):	100,000
Water Crossings:	2 bridges + 1 tunnel
Equivalent Road Capacity:	10 lanes
Project Cost:	\$2.054 billion





Who's Doing What

CLCO

- Acquire Right of Way
- Environmental Assessment
- **Community Liaison**
- Monitor Construction & Operating Performance

InTransitBC

- System and Station design
- Traffic Planning & Management
- **Construction Communication and Notification**
- Construction & Operation of line

City of Vancouver / Richmond

- Advise on Station Location & Design
- Review Consultation Plans
- Construction & Traffic Management Committee
- Design Advisory Process
- Work with RAVCO, InTransitBC & public on day to day issues



Canada Line Timeline

Proposals Submitted



Governance

- Canada Line Rapid Transit Inc. (CLCO) is an independently governed company (governance endorsed by four public funders)
- Board of Directors
 - Nine directors
 - No elected officials
 - Majority independent of funding agencies
 - Project expertise
- Mandate well defined
- Clear line between policy and implementation



Funding Partners

(\$2003 – millions of dollars)



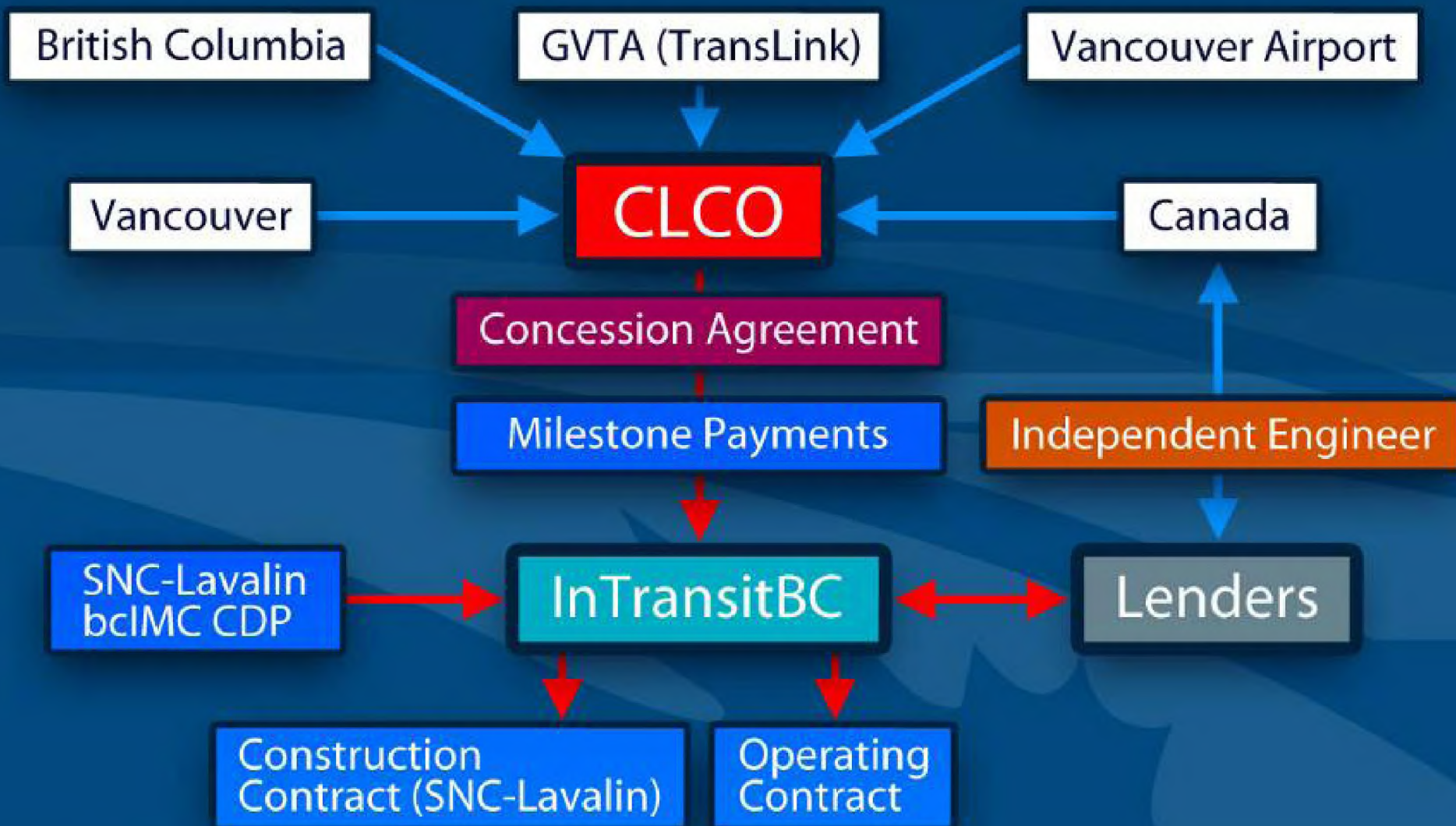
- Federal
- Province
- YVR
- GVTA (TransLink)
- City of Vancouver
- Private Sector

¹ IN ADDITION, \$152 MILLION OF THE PROVINCE'S CONTRIBUTION WILL BE RECOVERED BY INTRANSITBC THROUGH PERFORMANCE PAYMENTS DURING THE OPERATING PERIOD. THESE CONTRIBUTIONS, PLUS A PROVINCIAL CONDITIONAL CONTINGENCY, TOTAL \$435 MILLION (\$NOMINAL).

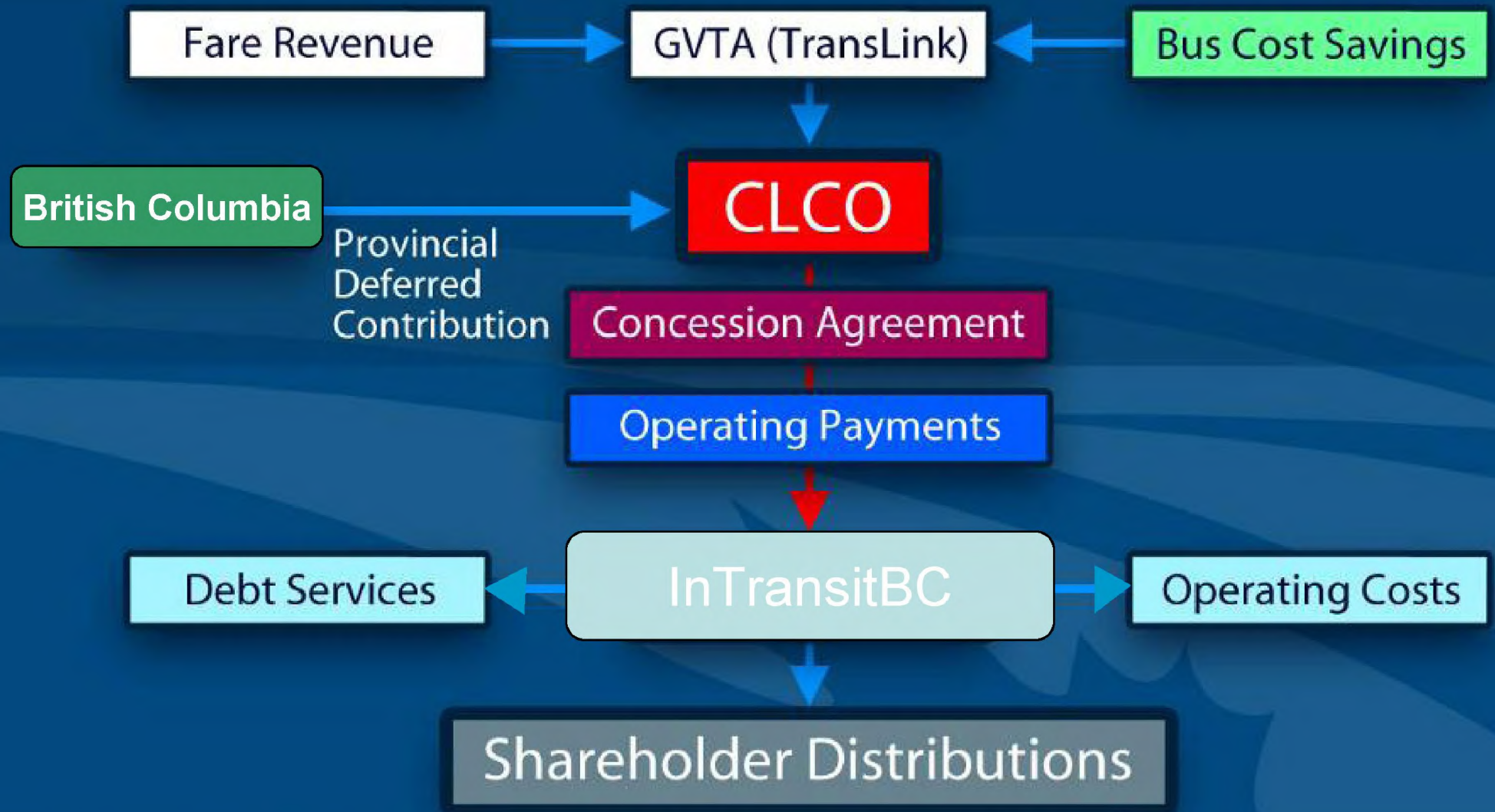


CANADA LINE

Contract Structure - Construction



Contract Structure – Operating Period



Procurement Strategy

CLCO

- Performance Standards
- Route
- Stations

Concessionnaire

- Design
- Construct
- Operate
- Maintain



Risk Allocation

RISK	CLCO	Private Partner
Environmental/Regulatory Approvals	✓	✓
Land/Right-of-Way Acquisition	✓	
Undisclosed contaminated soils	✓	
Inflation during Construction Period		✓
Construction (cost and schedule)		✓
Changed soil conditions (tunnelling)		✓
Systems and Civil Works Integration		✓



Risk Allocation

RISK	CLCO	Private Partner
Utilities Relocation	✓	✓
Systems Performance		✓
Ridership and Revenue	✓	✓
Operations and Maintenance		✓
Inflation during Operating Period	✓	✓
Change in Law	✓	✓



Canada Line...

First Departure 2009 and then about every 5 minutes after that







Los Angeles California

Exposition Light Rail Transit Project

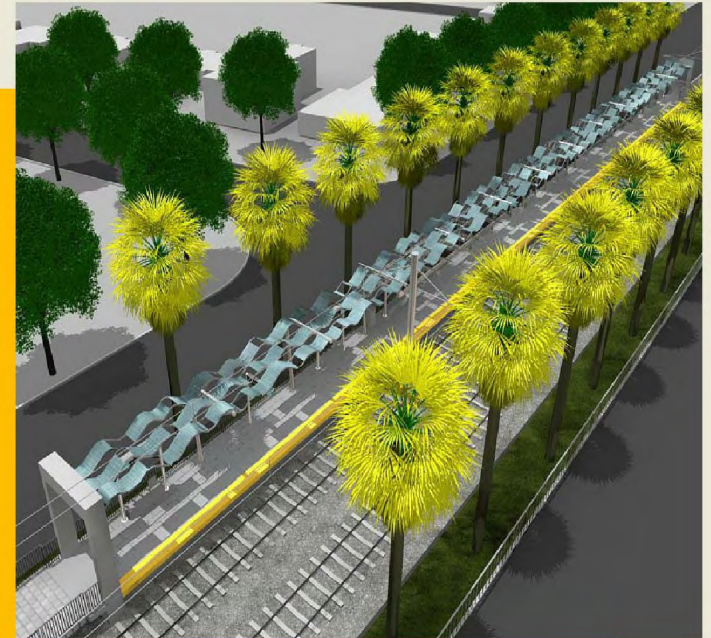


November 13, 2007
Honolulu Transit Symposium
Business & Community Involvement

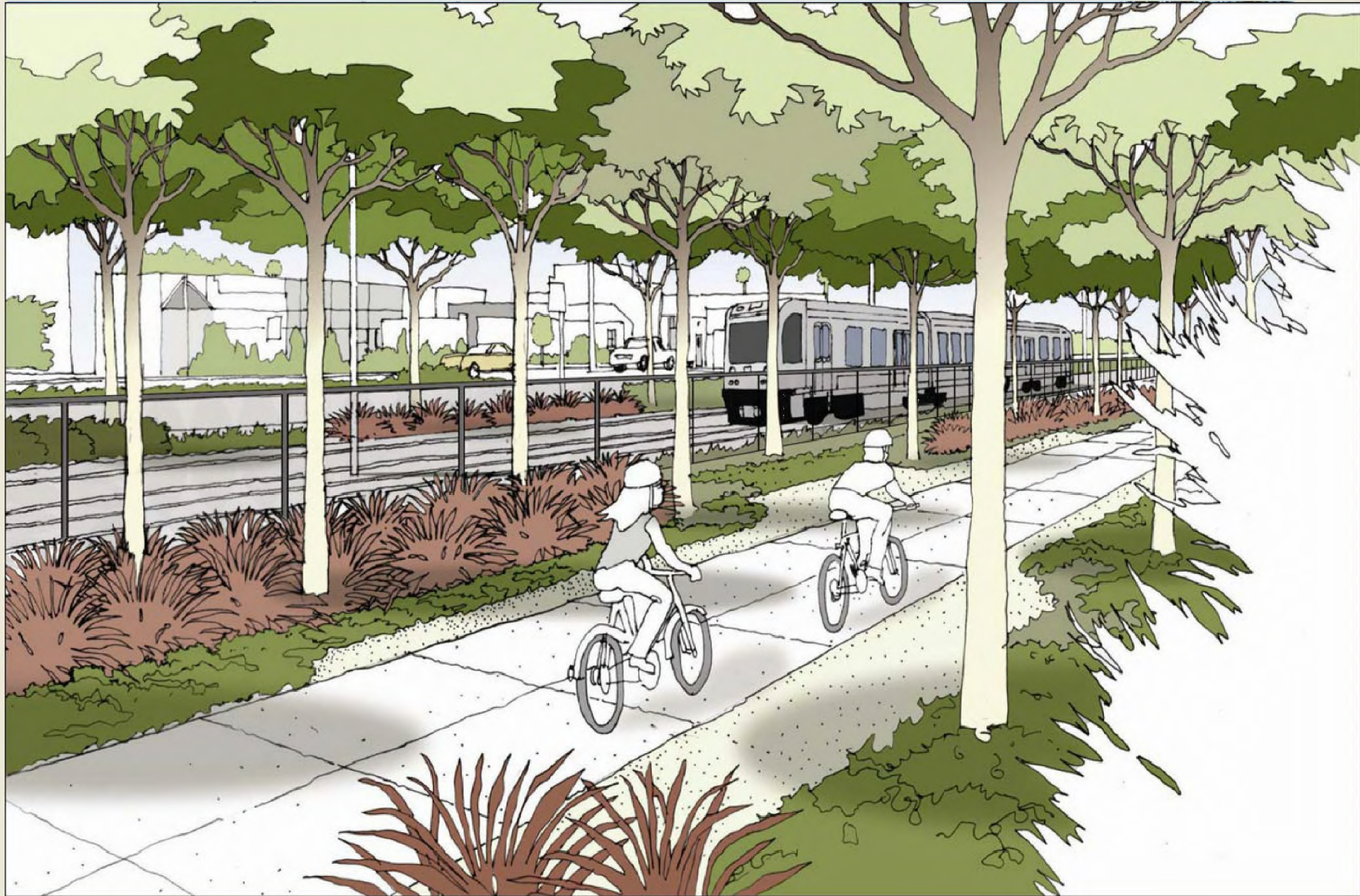
- 8.6 mile corridor from downtown to Culver City in West Los Angeles
- 1.3 miles shared with existing Metro Blue Line
- 10 stations, 2 shared with Blue Line
- 1,500 spaces at 3 park and ride lots
- 27,000 Daily Riders in 2020
- 30 min travel time from Downtown to Culver City
- Project Completion – Summer 2010
- Estimated Cost - \$808 million



- 6.9-7.8 mile corridor from Culver City to Santa Monica
- Currently in the DEIS/DEIR Phase
- Approximately 7 new stations
- Parking provided at park and ride lots
- Project Completion – 2014-2015
- Estimated Cost – \$1.3 billion







BUSINESS OUTREACH

- Identify and meet with major stakeholders early in the process to provide updates and solicit support
 - Hospitals
 - Churches
 - Universities/Schools
 - Major Employers (Studios, Office Complexes)
- Meet with developers and businesses along alignment to identify potential opportunities for joint development and Transit Oriented Development (such as shared parking facilities)
- Establish relationships with local Chambers of Commerce



COMMUNITY OUTREACH

- Hold open houses, “coffees,” and other informal meetings to discuss issues and garner support
- Develop database of supporters and interested parties
- Distribute E-Newsletter quarterly and provide updates to stakeholders, homeowners associations and community groups
- Hold quarterly legislative briefings for elected officials
- Conduct tours of the alignment and tours of other light rail systems for community members, stakeholders and elected officials to address questions and concerns
- Coordinate distribution of information with groups who support the project to generate attendance at community meetings and Board meetings
- Develop hotline, to be maintained for duration of project, that is monitored regularly to respond to questions and concerns



BUSINESS OUTREACH

- Work with Chambers, elected officials and community and faith based organizations to sponsor events in the project area
- Conduct business assessments along the alignment
 - Meet with each business to document access issues, delivery schedules, traffic patterns and address concerns
 - Develop relationships with businesses in the corridor who can provide services for the project
- Work with businesses on lease extensions, relocations and reconfigurations to accommodate construction
- Contractor conducts DBE outreach and mentors firms so they can obtain their DBE certification during design and construction
- Hold workshops with local businesses to promote opportunities for work on the project



COMMUNITY OUTREACH

- Form Urban Design Committee, comprised of major stakeholders, community members and business interests, to provide input into the design aesthetics of the project
- Hold regular community meetings along the alignment to solicit design input and obtain consensus
- Form Art Advisory Panel, comprised of community members, artists, and major stakeholders, to provide input into the Public Art program
- Sponsor booths and participate in local community events
 - Farmer's Markets
 - Shopping Malls
 - Community Fairs and Festivals
- Seek out opportunities to partner with local schools in the project area (i.e. Construction Art Fence around our construction trailers)



BUSINESS OUTREACH

- Develop master calendar of major events in the area and coordinate construction activities to accommodate these events
- Keep major stakeholders apprised of construction schedule, closures and detours
- Sponsor events with major stakeholders during construction
 - Ensure flexibility of construction hours
 - Participate with informational booths
 - Hold events in local businesses and community venues during construction to show support
- Develop protocol for quick response to businesses and stakeholders in the event of construction-related emergencies



COMMUNITY OUTREACH

- Develop mitigation plan for noise, dust and other construction impacts
 - Portable sound walls
 - Variances with City/County agencies
 - Advance notification for businesses and community
 - Flexibility in construction scheduling
- Conduct regular meetings with community, stakeholders and businesses to provide construction updates as well as notification of street closures and traffic plans
- Conduct regular briefings with elected officials and staff
- Develop advanced constituent tracking system that tracks complaints, responses and follow-up



LOCAL JOBS PROGRAM

- Contract with Design-Build firm calls for 30% of construction hours to be filled by local corridor residents
- Construction trailer accepts job applications
- Contractor works with community based organization to track applicants and placement in jobs, apprenticeship programs or life skills training programs
- Contractor sponsors residents in local union and provides necessary safety gear and tools
- If there are not available jobs on our project, works with other contractors to place residents on other public works projects in the area
- Employs local residents and workers through community based organizations to do non construction jobs (i.e. distribution of notices, maintenance of construction trailers, security along the alignment)
- Work with unions to give priority to local corridor residents for jobs on the project
- Participate in workshops and jobs fairs in the community
- Advertise contracting opportunities in local newspapers and through local media



CONCLUSIONS

- Develop relationships with major stakeholders during the environmental and design phases of the project
- Look for shared opportunities to promote the project with community support groups and businesses
- Develop support from the community and businesses through appointments to project committees, through the local jobs program and through employment opportunities during design and construction
- Be responsive to the community and businesses during construction
 - Develop protocol for responding to complaints
 - Work closely with stakeholders to provide information in a timely manner and to address concerns







Salt Lake City Utah



BUSINESS

+

TRANSIT

the perfect relationship

Business For Transit

If we wait to build
more TRAX, roads
and commuter rail,

**congestion
will bury us.**



The longer we wait
for traffic solutions...
**the longer
we wait.**

With one touch you can
**speed up your
commute.**

To vote in favor of the OPEN
OPINION QUESTION.* To vote
FOR THE OPINION QUESTION
AGAINST THE OPINION QUESTION

Keep Utah Moving!





Business Rocks the Vote For Transit

- Nov. 2006 elections in two counties
 - Proposition 3 passes, 63.7% in favor
 - Opinion Question, 68.6% in favor
- Second transit referendum in six years
- Expedited massive transit development



Congestion Impacts Business

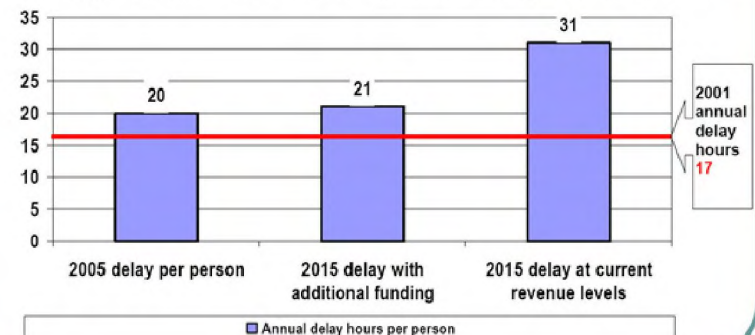
- Transportation is the backbone of our economy and quality of life
- Transporting goods to and from Utah is a \$100 billion a year industry – 70% travel by truck



2015 congestion level



- But failing to meet the needs means congestion increases dramatically in 10 years



Congestion Impacts Business

- Increases the cost of business from lost time in traffic
- Creates an economic disadvantage to competitors
- Reduces business productivity
- Creates a more stressful, less-desirable place to live and work
- Increases air pollution and related health costs



Business Values Transit

- Community Saw Success of TRAX
 - TRAX ridership exceeded projections
 - Olympics gave encouragement to try transit
 - More than 60% of residents use transit annually



Public/Private Support

- Business Community
 - Recognized link between transportation and the economy
 - Salt Lake Chamber's "Economic Strategic Initiatives" identifies transportation as critical priority
 - Chamber passes "Resolution on Mobility"
 - Chamber hosts "Mobility Summit"
 - Local business and community leaders participate in UTA Advertising Campaign



Business Rallies for Transit

- Chamber of Commerce Took Active Role
 - Lobbied for special session to change law
 - Raised \$750K for campaign
 - Rallied a successful vote and initiatives pass!
 - Chamber President Lane Beattie receives APTA award



Business Community Energized

A NEW VISION FOR SALT LAKE CITY

WE, THE DOWNTOWN RISING PARTNERS, ENVISION A BEAUTIFUL, PROSPEROUS, COMMUNITY-FOCUSED AND GREEN DOWNTOWN. OUR VISION INCLUDES TEN ASPIRATIONS:

◆ **A BUSTLING AND DYNAMIC CITY** We envision a lively, fun and energetic downtown with unique character districts that serve as the soul of our city. ◆ **NECKLACE OF GREEN** We envision a "string to river" network of paths, parks and trails that form a necklace of green connecting the Wasatch Mountains to the Jordan River regional parkway and extending north to Liberty Park. These greenways form a green loop around downtown. ◆ **DIVERSE, WELCOMING, AND URBAN** We envision downtown as the region's premier urban neighborhood, welcoming everyone and providing plentiful housing opportunities. ◆ **WORLD CITY** We envision

a globally aware, engaged and connected city. ◆ **CITY OF LEARNING/UNIVERSITY CITY** We envision a city of learning for people of all ages, backgrounds and interests. Downtown builds upon its proximity to the University of Utah and other institutions of higher learning to become a University City. ◆ **TRANSPORTATION HUB** We envision a state-of-the-art transportation system that converges downtown, making downtown accessible and convenient. The system includes a vibrant international airport, superior roadways, a premier rail system (freight, commuter rail and TRAX light rail) and first-rate bikeways, trails and walking paths.

◆ **CENTER FOR ARTS, ENTERTAINMENT AND CULTURE** We envision downtown's continuance as the foremost center for arts, entertainment and culture in the state. ◆ **GREEN CITY** We envision a city that thinks, looks and acts green. ◆ **GREAT URBAN DESIGN** We envision an undeniable sense of place created by our public amenities, historic preservation and great urban design. ◆ **SEAT OF GOVERNMENT AND CENTER OF COMMERCE** We envision downtown to remain the anchor location for commerce and the state's principal venue for city, state and federal government functions.

SIGNATURE PROJECTS



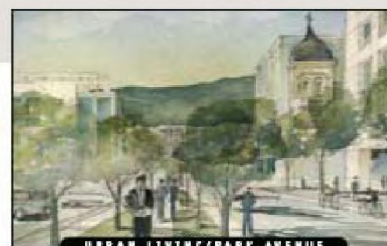
REGIONAL RAIL NETWORK

1 Downtown thrives with close proximity to an international airport, vibrant historic landmarks and modern culture. By expanding that reach to western, southern and northeastern parts of the valley - combined with commuter rail service to Ogden and Provo - new ways of traveling downtown will strengthen the city's connection to surrounding areas.



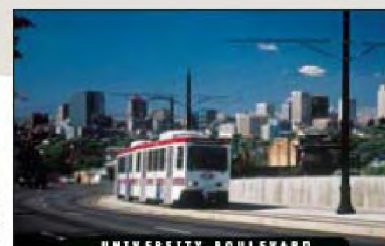
GREEN LOOP

2 Downtown enjoys an enviable location to both the Wasatch and the Jordan River Parkways. The city can create a downtown as close to a mountain wilderness as you're to Big Bear Lake, California. We envision a "string to river" connection between the Wasatch Range and the Jordan River through downtown that will create a necklace of green. Central components are the Link Center, the Bonneville Adventure Trail, the Jordan River Parkway Living Park, trails and public parks and so many urban forest and landscaped greenways, trails and bikeways.



URBAN LIVING/PARK AVENUE

3 The opportunities for downtown living abound. Downtown and more with a growing population of workers living in new condos, converted loft-style row and mid-rise and high-rise residential buildings. Second floor, for example, can serve as a



UNIVERSITY BOULEVARD

4 University Boulevard, the light rail corridor also known as just University Street, connects the University of Utah, downtown Provo and the Central Cultural District with the Central Business District. Salt Lake Community College's downtown location is also on University Boulevard, making it the perfect location for higher-density development focused on



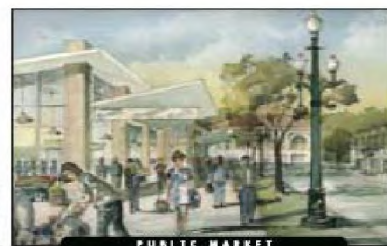
GLOBAL EXCHANGE PLACE

5 Globalization offers exciting opportunities for regions that are globally aware and engaged. Salt Lake City will benefit by creating a central location to connect global international visitors and connect via a "Global Exchange Place". ◆ **A World Trade Center** Utah will coordinate the development, operation and support of a new, modern, secure and efficient facility. ◆ **A World Trade Center** Utah will coordinate the development, operation and support of a new, modern, secure and efficient facility. ◆ **A World Trade Center** Utah will coordinate the development, operation and support of a new, modern, secure and efficient facility.



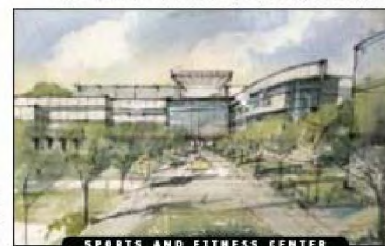
PERFORMING ARTS CENTER

6 Salt Lake City has long been a center of the arts. In the heart of downtown will accommodate professional theater, music and dance. Theaters are central to the culture in this market. Improving a large, new theater into downtown's performing arts mecca will increase the excitement of the public for the arts, become a catalyst for growth and redevelopment downtown, and bring people downtown to enjoy the full array of cultural offerings.



PUBLIC MARKET

7 Design a green open public space in downtown Salt Lake City. Place within hundreds of people shopping in stores of locally and locally sourced goods and services, and bring people downtown to enjoy the full array of cultural offerings.



SPORTS AND FITNESS CENTER

8 Place a sports center adjacent to Salt Lake City. Use as the housing of the 2002 Winter Olympic Games and the 2002 Winter Paralympic Games. The center will be located along the Green Loop and will be a TRAX line station. A world-class facility for the region - a place where people can enjoy the city's culture, history, and sports. The center will be a place where people can enjoy the city's culture, history, and sports. The center will be a place where people can enjoy the city's culture, history, and sports.

Getting There—University Line

- The University Line project opened door to partnering
- Kicking off the Interlocal Agreement
 - Salt Lake City, University of Utah, UDOT, UTA
 - Key Support from Chamber of Commerce



Business Impact Mitigation

- Formation of the Community Coordination Team of business and community leaders
 - Incentive Fee Program--\$1.4M incentive to minimize impacts
 - Business Impact Mitigation Fund--\$500K for marketing



University Line--Successes

- Completed Ahead of Schedule and On Budget
- Ridership Exceeds Projections
- Winner of National and International Awards
 - American Consulting Engineers Council Award Recipient
 - International Association for Public Participation Core Values Award Recipient
- TRAX is Iconic
 - TV news stations regularly show TRAX Trains
 - KSTU 2 relocated across from TRAX Station



Getting There—FrontRunner

- Davis & Weber chambers of commerce initiated efforts for a 2000 Referendum
- Referendum passes in Davis, Weber and Salt Lake counties
- Commitment for commuter rail: “FrontRunner”
- Historic purchase of UPRR right of way
- Master Interlocal Agreement with 43 jurisdictions



FrontRunner

- Continuing public participation with CRIT
- Dynamic incentive fee program
 - Contractor put up \$1M at risk
 - Stakeholders including UDOT and UPRR determine quarterly performance and fee



Lessons

- Networking with other cities
- Planning & dialogue with community & stakeholders
- Setting goals/meeting objectives
- Partnering







San Francisco California

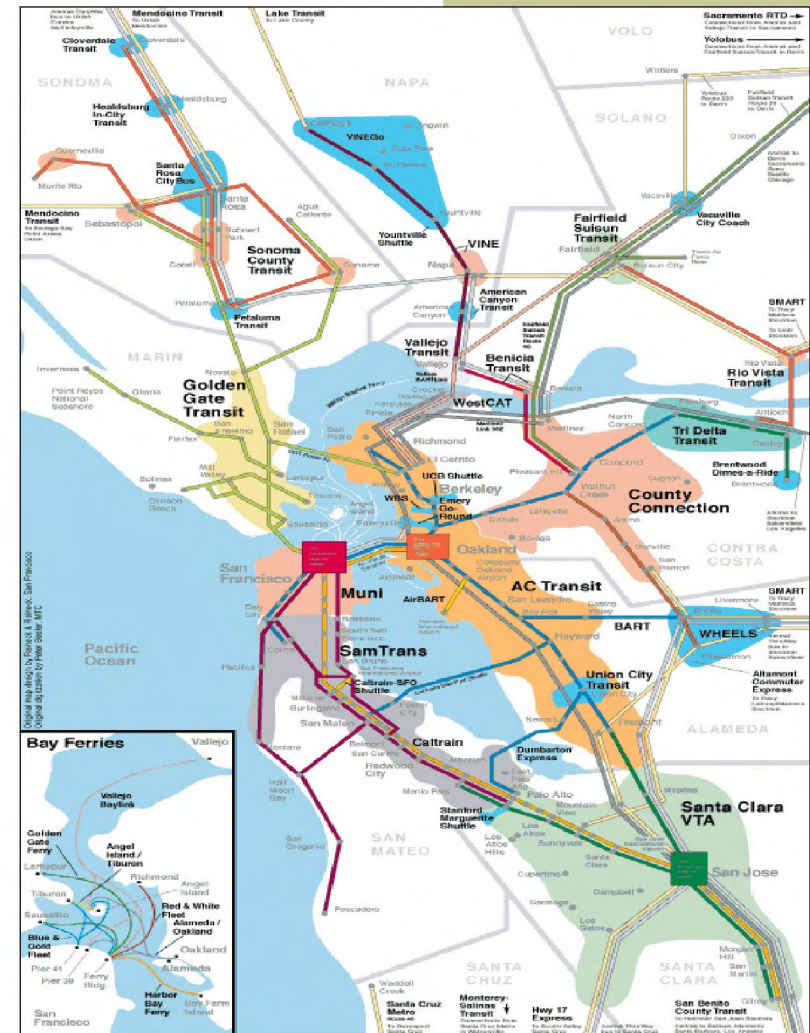
Honolulu Transit Symposium

November 13, 2007

Business and Community Considerations
Jim Lazarus, SF Chamber of Commerce

SF Transportation Facts

- San Francisco 1 of 9 counties in Bay Area (over 7 million residents)
- SFMTA is largest of 26 Bay Area transit agencies (rail, bus, ferry)
- Daytime SF population increase is over 160,000
- Daytime vehicle population increase is 35,000 vehicles
- About 450,000 Vehicles registered in SF
- 49% of all commute trips to downtown SF are on transit.
- 9% SF workers walk to work, 2% bike
- 1,088 Miles of roads, 7,200 Intersections



Travel in San Francisco

Total Trips:

About 4.5 million trips per day

Expected Trip Growth:

About 12—29% more trips in SF in the next 25 years



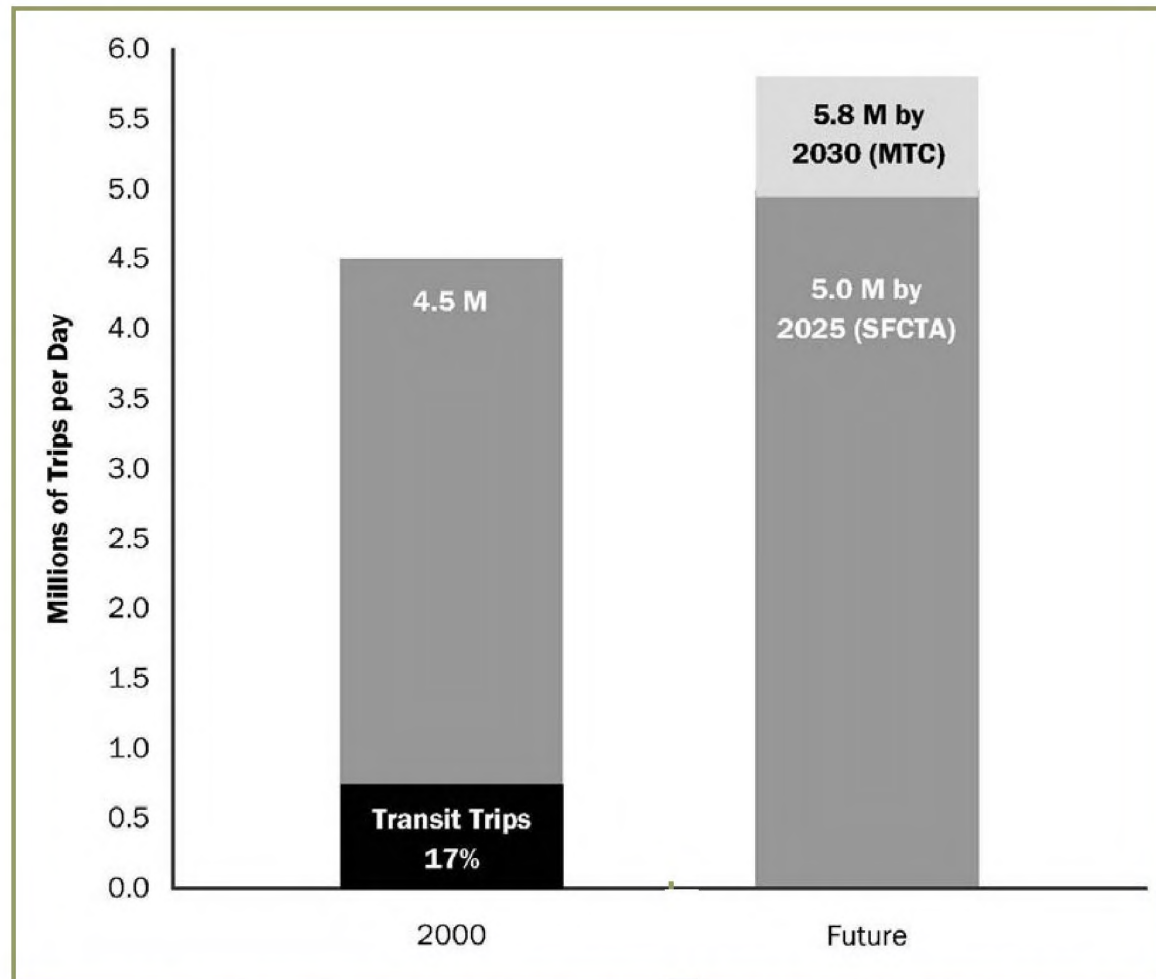
Source: SFCTA Countywide Transportation Plan

Travel in San Francisco (cont'd.)

Transit mode share:

About 17% of *all* trips in San Francisco are made on transit.

Of San Francisco trips made on transit, about 8% are made on BART (92% on Muni).



Sources: SFCTA Countywide Transportation Plan. MTC 2030 Plan for the San Francisco Bay Area.

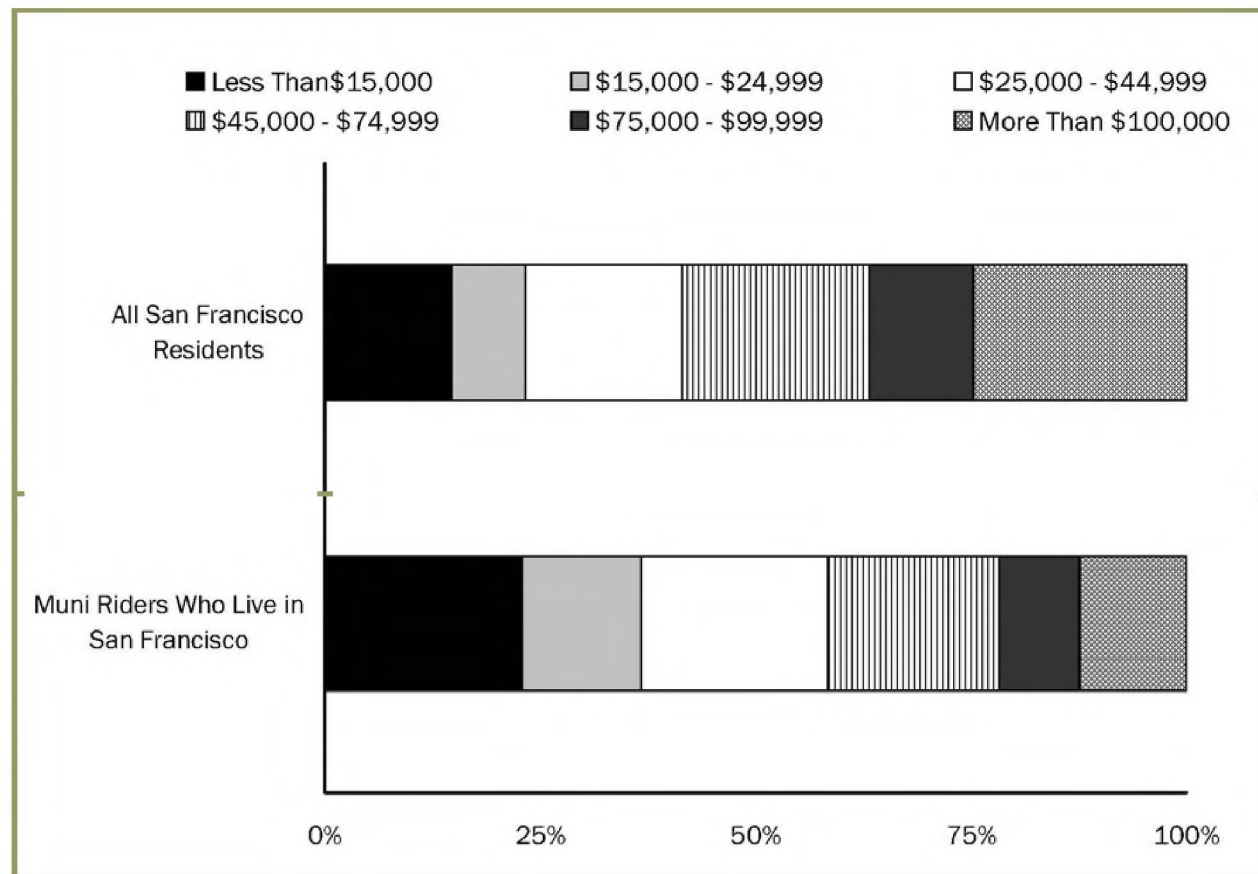
Who Rides MUNI?

San Franciscans:
80% of Muni riders live in SF.

Car Owners:
Almost half of Muni riders do not own a car compared to just over a quarter of households citywide.

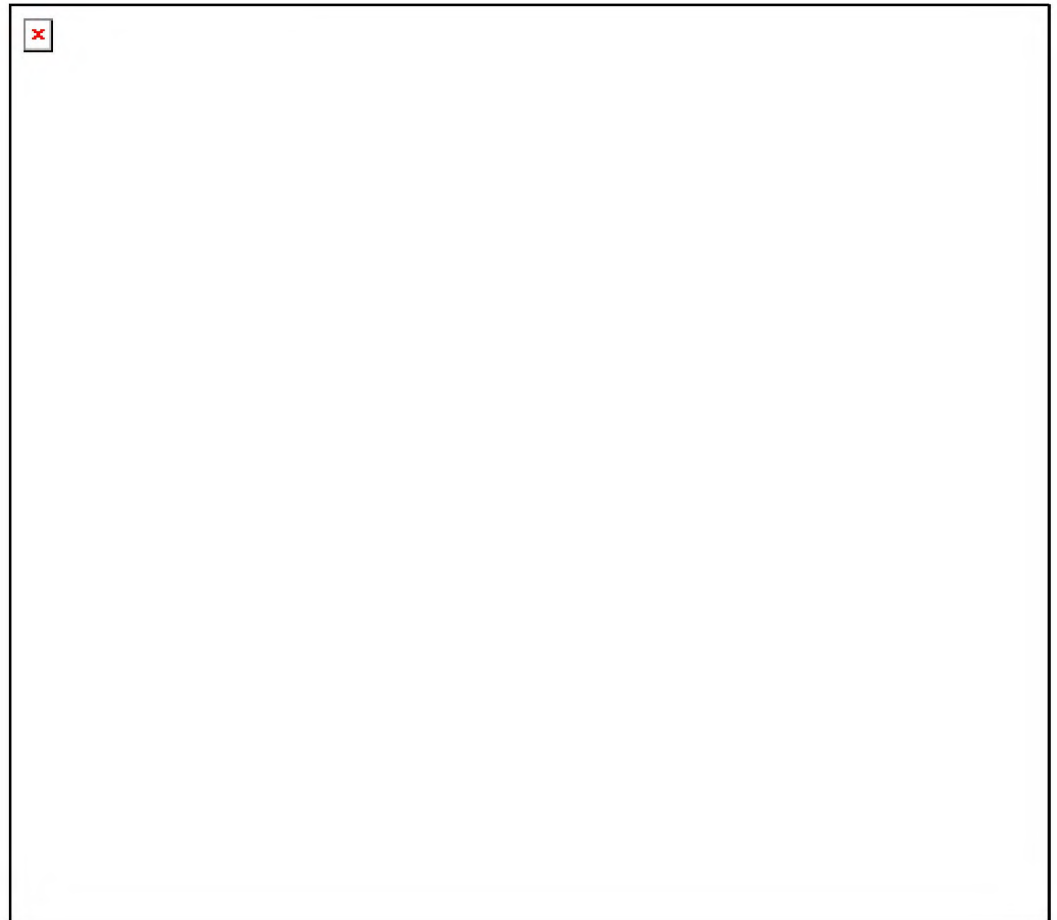
Sources: SFCTA Muni Onboard Survey. US Census.

Mixed incomes: Muni attracts a broad spectrum of incomes.

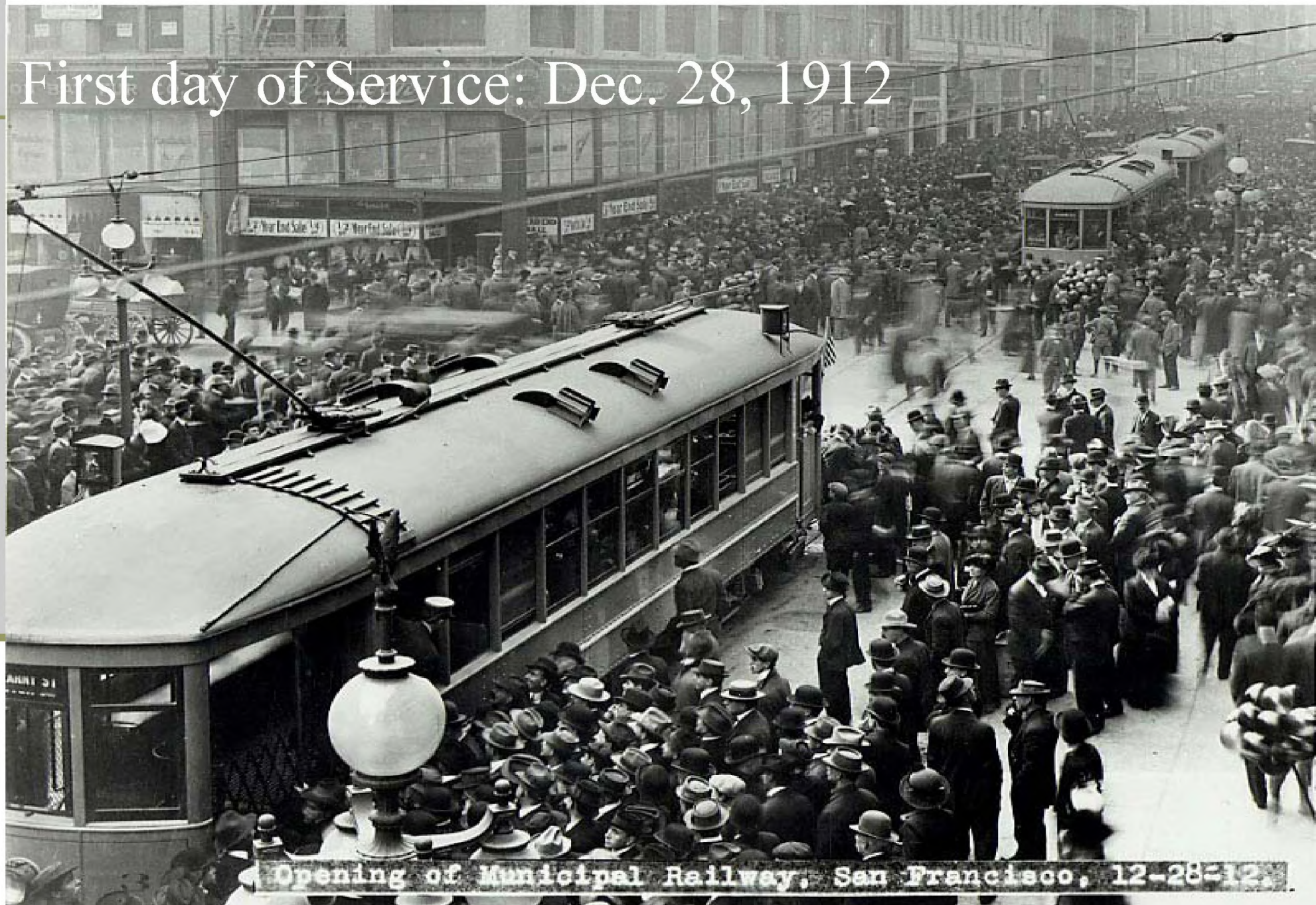


Muni: Transit Ridership

- Seventh largest transit system in North America, by ridership
- Service Area:
47.4 square miles
- Service Area Population:
799,203 residents
- Muni weekday boardings: 684,500
- Annual boardings:
217 million
- 95% of residents are within 2 blocks of a Muni stop



First day of Service: Dec. 28, 1912



San Francisco's World Famous Cable Cars



Economic Benefits to San Francisco: Municipal Railway

Primary transit system of “Transit First” City

- Muni carries 92% of all transit trips in San Francisco
- Muni connects to all regional transit systems that serve San Francisco: trains, ferries, buses

Muni helps makes possible:

- 30% of San Francisco households car-free
- San Francisco’s air among cleanest in North America
- Quick access to jobs and services anywhere in SF
- Commercial development saved millions in construction
- Concentrated, compact of development reduces urban sprawl
- Excellent access for tourists make SF top destination
- All age groups have excellent mobility and independence
- San Francisco creative “magnet” with unique urban appeal

Economic Benefits to San Francisco: Traffic, Pedestrian and Bicycle

MTA makes San Francisco a “Multi-Modal” City

- Ensures access to jobs, services, recreation for all
- Focus on Clean Air strengthens local economy
- Pedestrian, Bicycle programs part of why San Francisco is one of nation's “Most Physically Fit” cities
- Bicycle, Pedestrian focus supports compact development
- High transit ridership = High Pedestrian traffic volumes
- Managed Parking ensures turnover to support businesses

Economic Benefits to San Francisco: Regional Focus



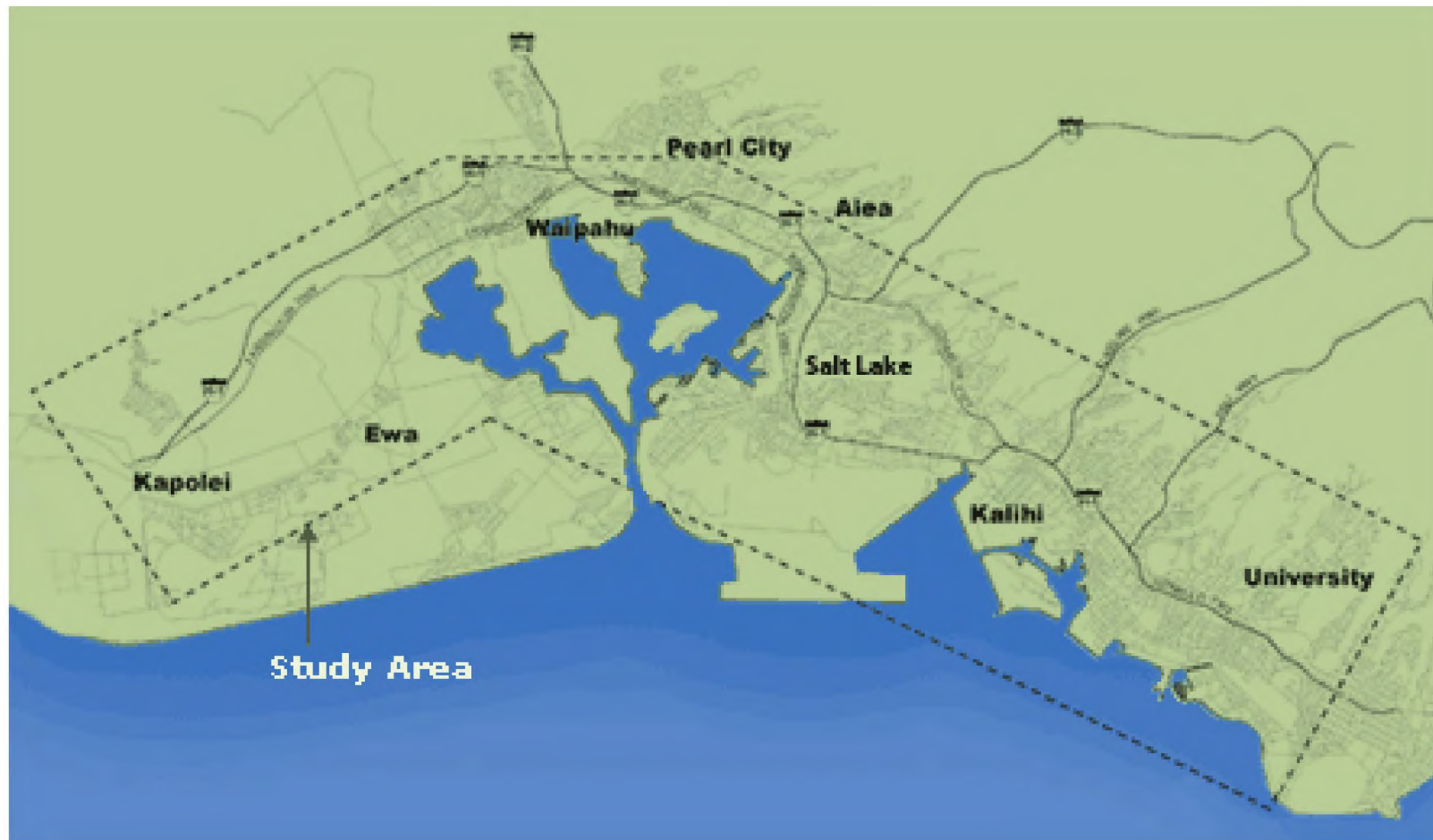
Transbay Terminal

- Replace outdated facility with a world class regional transit center to accommodate over 45 million passengers annually.
- Serve AC Transit, Golden Gate Transit, Muni, SamTrans, WestCAT, Greyhound, Caltrain, and future High Speed Rail, with walking connections to BART and Muni Metro.
- Extend the Caltrain commuter rail lines to the Transbay Transit Center site, reducing commute times for Peninsula riders commuting to the city.
- Transform an underutilized section of downtown San Francisco into a thriving transit-oriented neighborhood.

Engaging the Business Community

- Create a very public process
 - Citizen Advisory Committees
 - Business corridor-specific committees
- Identify and communicate short term needs and long term project benefits
- #1 issue: minimize business disruption!

Proposed Honolulu Transit System: Issues for Consideration



Revenue and Funding

- Will the Honolulu Transit System have a dedicated source of revenue?
- SFMTA funded by federal, state, regional and local sources. Examples: Local Prop. K sales tax; Regional Measure 2 Bridge Toll Funds
- Economic base for funding – sales tax receipts can fluctuate. Is Honolulu excise tax a stable source of funding for the long term?
- Pros – Bay Area is very pro-transit and has had success at passing a number of local and regional tax measures to support public transportation.

Transportation Planning & Development

- Corridor studies – upzoning around transit-rich areas
- Using tax increment financing to fund adjacent transportation projects
- Getting the necessary densities beyond downtown

Public Transportation and Sustainability

- 50% of San Francisco's greenhouse gas emissions come from its transportation infrastructure.
 - 25% from auto/truck throughput
 - 25% generated internally
- State and local mandated goals to reduce greenhouse gas emissions by 20% of 1990 levels
- Therefore, a big emphasis on changing the mode of travel to public transportation
- Other considerations include the increasing cost of fuel, parking, etc.
- Creating a transit-friendly culture in your community needs to tie to global warming, and change the lifestyle choices of SOV driving in peak hours

Questions?







Vancouver British Columbia Canada



Honolulu Transit Symposium 13-14 November 2007

Panel 2 – Business and Community Involvement

Transportation - No. 1 Issue for Greater Vancouver Residents

**Ipsos Reid "Keeping Greater Vancouver Moving"
survey of 1800 GVRD residents (July 2005)**

Transportation - # 1 top-of-mind issue for GVRD residents

Most important local issues facing greater Vancouver

Transportation – 28%

Healthcare – 21%

Crime, Safety and Policing – 10%

**82% of residents – traffic congestion a serious problem for
transportation related issues**

**BC Ministry of Transportation – estimates traffic congestion in the
Lower Mainland costs \$1.5 billion a year**



CANADA LINE

Canada Line – Supporting Canada's Western Gateway

- **Canada Line – critical role in Greater Vancouver's economic success as a gateway**
- **Improving the transportation infrastructure for some of the region's key economic generators:**
 - **Central Business Districts (Vancouver/Richmond)**
 - **Vancouver International Airport**
- **Possible template for future projects**



The Challenge: Population Growth / Growing Traffic Congestion

Corridor connecting downtown Vancouver with downtown Richmond is one of the region's busiest

- 
- 1/3 of the region's jobs
 - 20% of its population

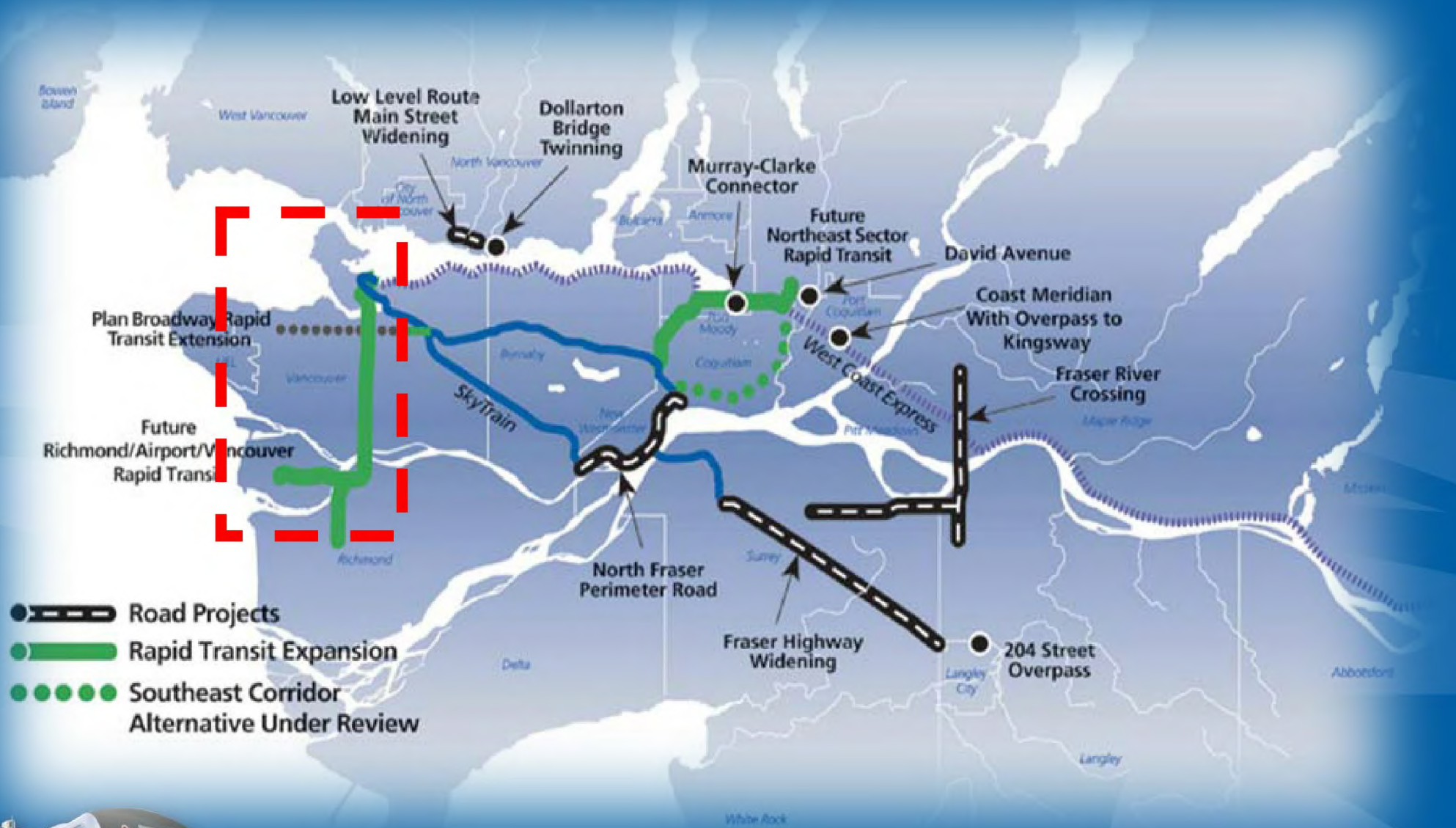
- **Average commuter trip time in region:**

- Increased 36% in the last 10 years
- 19.5 minutes to 26.5 minutes

- **Population growth by 2035:**

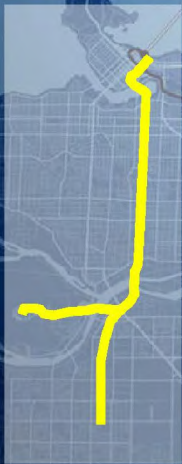
- Greater Vancouver will grow by one million people
- Downtown Vancouver:
Forecast 44.6% increase by 2025
2005: 83,000
2025: 120,000

GVTA's Three-Year Plan 10-Year Outlook



CANADA LINE

Canada Line – A Vital Link that will Improve the Region's Transportation Infrastructure



- **Approx 100,000 riders daily by 2010**
- **Equivalent to 10 road lanes**
- **Journey time of 25 min. or less, end to end**
- **Automated Light Metro System**
- **19 kms.**
- **16 Stations**

Public Consultation Overview

Prior Consultation over 3 decades

Project Definition Phase consultation

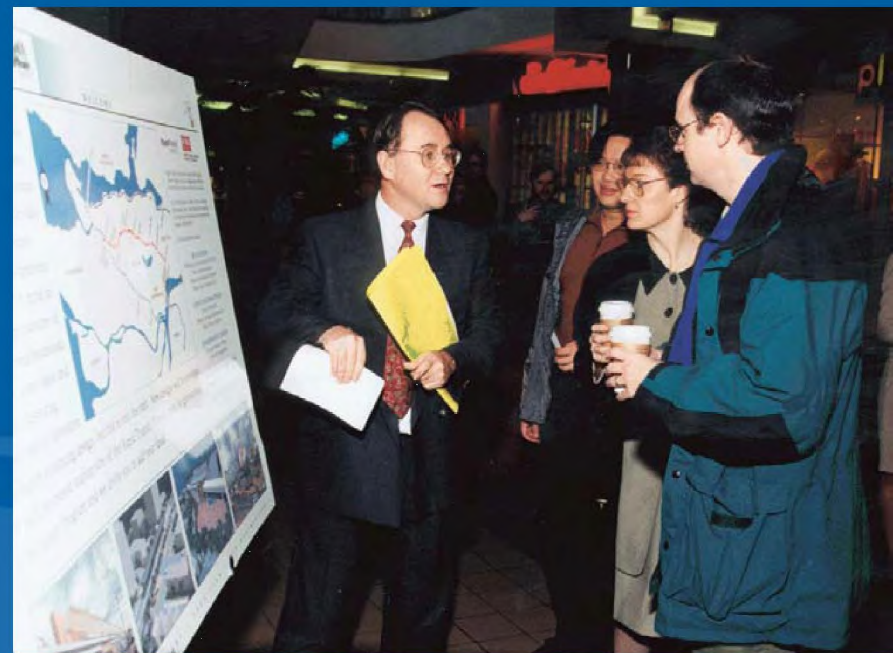
- March 2003
- Open Houses, public workshops
- Newspaper inserts
- Website
- Quantitative regional survey

Fall / Winter 2003 Pre-Design Consultation

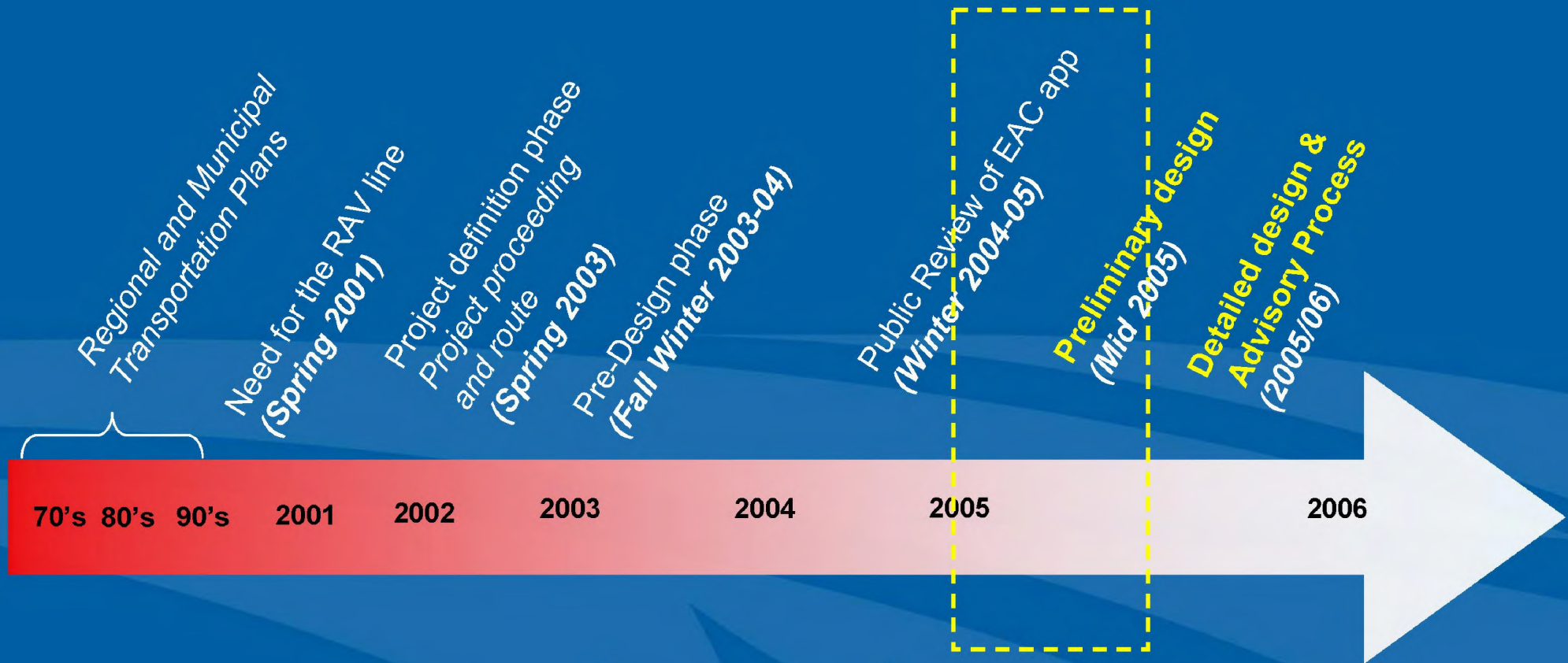
- Environmental Assessment (BC and Canada)
- Neighborhood consultation
- Station area planning

Fall / Winter 2004 Preliminary Design Consultation

Detailed Design Consultation (by Concessionaire)



Public Consultation



Consultation Processes

Procurement and Implementation

Prepare RFP

Evaluation

BAFO

Selection

Close

Construction



Public Consultation



Municipal Input

Pre-design

Evaluation

Station Area Planning



Environmental Assessment

Prepare EA Application

EA Review

Permits



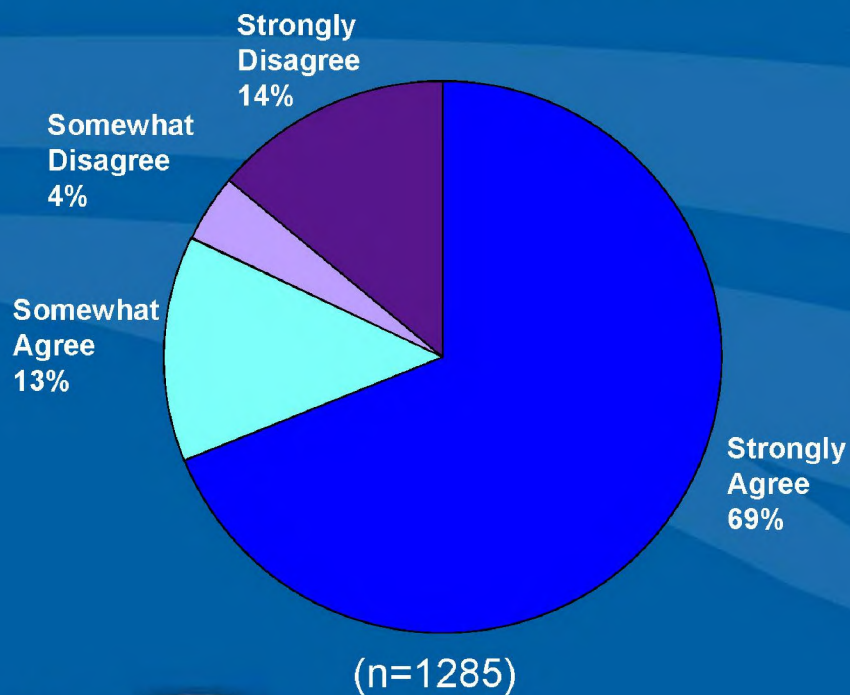
Public Consultation

Support for Canada Line Proceeding

Support for Project Proceeding

- 82% somewhat or strongly agree with the project proceeding at an estimated cost of \$1.5-1.7 billion.

Level Of Agreement With Project Proceeding



Support for the Route

- 73.2% of consultation participants support the proposed route its entirety.

Support For Route Alignment

Support
entire route

73

Support parts
of route

12

Oppose the
route

15

%

(n=1136)



Preliminary Design Consultation

- In the consultation phase we explored community's views on:
 - Access/connectivity
 - Safety & security
 - System Design & station identity
 - Guideway Design
 - Neighbourhood fit
 - Recognizable entries for underground stations
- Key findings related to Vancouver stations
 - Provide safe and convenient access for all passengers
 - Simple layouts create safe stations
 - Clear and recognizable station entries





Our Commitment: Be a Good Neighbour

- **Promote a safe environment for people building and doing business near construction sites**
- **Inform you of the construction program and schedule**
- **Update traffic and access information regularly**
- **Minimize as much as we can construction related disruptions**
- **Work with you to help manage through the construction period**



Community Liaison Program

What is being done?

- Provide regular project information
- Respond to enquiries
- Monitor construction-related activities
- Address issues during construction

Key Components

1. Construction Liaison & Notification

- InTransitBC – will provide advance notice on specific construction activities

2. Establish/fund Vancouver Business Liaison & Communications Committee (also Richmond)

- Vancouver BLCC has been selected
- Two downtown representatives
- Supported by Independent Project Director

3. Market research conducted to assist in developing customer attraction/promotion programs during construction

- Mustel Group has completed a report
- Include Granville Street Mall shopping patterns

4. Fund retail consultant services to help small/independent businesses plan for construction & post-construction periods



Community & Business Liaison Principles

- Ongoing and direct dialogue with merchants/residents
- Minimize disruption
- Maximize predictability
- Customize programs with input
 - By neighbourhood or block
- Build on experience in the region & elsewhere
 - City
 - Film industry
 - Other transit projects



Community & Business Liaison Process

- Regular Project Information & Updates
- Dedicated Community Liaison Staff (CLCO & Concessionaire)
- Individual, group, & neighbourhood meetings to understand concerns, seek input, and report back
- Specific Programs to address important issues i.e.:
 - ❑ Business/Merchant Programs
 - ❑ Traffic Management Planning
 - Traffic Management Committee - InTransitBC, RAVCO, GVTA, CoV, CoR, YVR, BCMoT, utility agencies, police & others
 - Committee to consider public input
- Construction Period Notification Programs
- Design Consultation Program
- Preliminary Design
- Detailed Design & Design Advisory Process

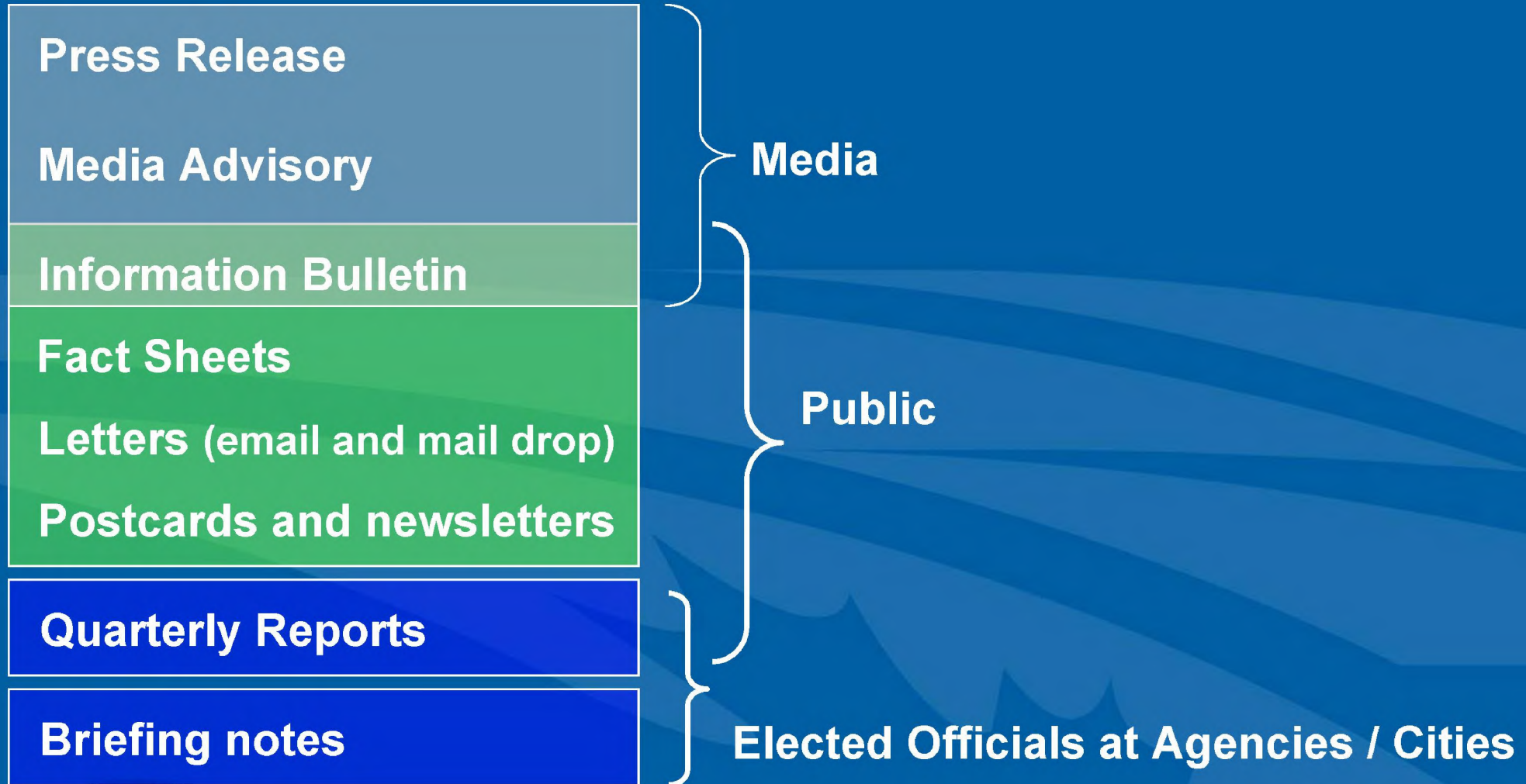


Community & Business Liaison Programs

- Over 250 contacts
- Meetings (to seek input on development of programs):
 - Business Associations (Merchants, retail/business improvement etc.)
 - ✓ BOMA BC,
 - ✓ Downtown Vancouver BIV
 - ✓ Downtown Vancouver Association
 - ✓ NAIOP Vancouver
 - ✓ Retail BC
 - ✓ Retail Council of Canada
 - ✓ Vancouver Economic Development Commission
 - ✓ South Granville BIA
 - ✓ Yaletown Business Association Retail Association
 - ✓ BC Restaurant & Foodservices Association
 - ✓ BC Chamber of Commerce
 - ✓ BC & Yukon Hotel's Association
 - ✓ Cambie Merchants
 - Individual Businesses – Cambie Street & Downtown
 - Various Community Groups



Project Information



Canada Line...

First Departure 2009 and then about every 5 minutes after that





DANIEL K. INOUE
HAWAII

APPROPRIATIONS
Subcommittee on Defense—Chairman

COMMERCE, SCIENCE AND TRANSPORTATION,
CHAIRMAN

COMMITTEE ON INDIAN AFFAIRS

DEMOCRATIC STEERING AND COORDINATION
COMMITTEE

COMMITTEE ON RULES AND ADMINISTRATION

JOINT COMMITTEE ON PRINTING

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November 13, 2007

**Second Annual Transit Symposium
Neal Blaisdell Exhibition Hall
Honolulu, Hawaii**

Dear Mayor Hannemann:

Thank you for inviting me to participate in the City and County of Honolulu's Second Annual Transit Symposium. Unfortunately, my legislative duties in Washington, D.C. prevent me from attending personally. Please accept my best wishes for a most successful gathering.

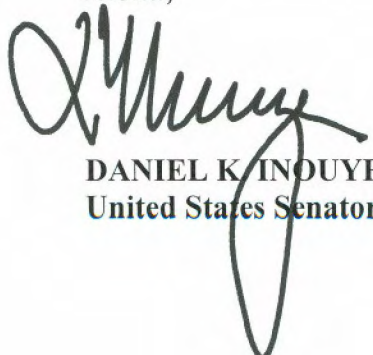
Hawaii's transportation needs have always been among my highest priorities during my tenure in the U.S. Senate. Our isolation and limited land area have presented unique challenges involving surface, maritime, and aviation transportation.

As demands on Oahu's limited transportation infrastructure continue to increase, along with our growing population, the City must be proactive in addressing the current and future needs of our residents. The sharing of knowledge and experiences by transportation experts from across North America will be invaluable, and will help determine the best solutions for Honolulu.

After much deliberation, the Honolulu High-Capacity Transit Corridor Project has been identified as a solution to Oahu's transportation needs. Approximately 60% of the island's population reside in West Oahu, a target area which will be served by this project. I am pleased that both Houses of Congress have favorably supported Honolulu's transit project by appropriating planning and design funds -- \$10 million in the House and \$20 million in the Senate. The difference in the amounts will be resolved in conference.

I commend all of you for your participation today and for your contribution toward the development of a transit system for Honolulu. This has indeed been a long time in coming. I hope the old adage holds true that "the third time's the charm." Good luck and Godspeed.

Aloha,



DANIEL K. INOUE
United States Senator

Dan Inouye

U.S. SENATOR FROM HAWAII



\$15.5 MILLION APPROVED FOR HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR PROJECT, HAWAII DELEGATION ANNOUNCES

Initiative Is Among 21 Hawaii-Related Transportation and Housing Projects Set to Receive a Total of \$76.7 Million Following Final Congressional Approval

Tuesday, November 13, 2007

For Immediate Release

WASHINGTON — Members of the Hawaii Congressional Delegation announced today that a House-Senate conference committee has approved \$15.5 million to fund one of its top priorities – the preliminary engineering phases of the facility and transit system design of the Honolulu-Kapolei transit project.

The initiative, also known as the Honolulu High-Capacity Transit Corridor Project, is part of the Fiscal Year 2008 Transportation, Housing and Urban Development, and Related Agencies Appropriations Act, which is now awaiting final passage by both the House and the Senate before being sent to the White House for the President to sign into law.

The Honolulu-Kapolei project is among the 21 transportation and housing initiatives for Hawaii that total nearly \$76.7 million in the conference-approved appropriations measure.

Senator Daniel K. Inouye, a senior member of the Senate Appropriations Committee who served as one of the Senate's conferees, said: "With traffic congestion worsening between densely populated Honolulu and fast-growing Kapolei, this project offers a solution that all motorists can embrace. More than 546,000 people – 60 percent of Oahu's population – live in the transit corridor, and

they say they want relief from heavy traffic congestion.”

Senator Daniel K. Akaka added: “I am proud that we have been able to secure resources in millions of dollars for the initial phase of the Honolulu High-Capacity Corridor Project. The conference report will also provide essential resources to help meet the transportation, housing, social service, and economic development needs of Hawaii.”

Commenting on the Transit Corridor Project, Representative Neil Abercrombie said: “This fulfills our promise of a federal contribution for the project – in the theme of yet another promise kept. Committing these kinds of federal dollars to Honolulu demonstrates the confidence that Congress has in our project. This is where the hard work of the Hawaii delegation begins to pay off.”

Representative Mazie Hirono said: “This initial funding represents a relatively small amount of the estimated \$3.6 billion project, but significantly it demonstrates Congress’ support for this initiative. As a member of the House Transportation and Infrastructure Committee, I am working closely with the Committee chairs to secure funds for the project. And, of course, the entire Hawaii delegation is committed to obtaining substantial federal cost-sharing for this initiative.”

Other Hawaii-related initiatives in the measure include a combined total of more than \$11.5 million for Native Hawaiian housing, loan guarantees, and community development; \$7.5 million for ferry infrastructure or vessels; \$1.2 million to prevent the introduction of alien species through aircraft that fly to Hawaii; and \$234,000 for housing repair and renovation of the nearly century-old plantation homes in Kunia Village.

The following are the Hawaii-related initiatives in the Fiscal Year 2008 Transportation, Housing and Urban Development, and Related Agencies Appropriations Act:

DEPARTMENT OF TRANSPORTATION

Federal Transit Administration Formula Funds ***\$31,907,358***

These funds are used to support and maintain the City and County of Honolulu’s bus system, including the purchase of replacement buses and Handi-vans, and the construction of transit centers.

Honolulu High-Capacity Transit Corridor Project

\$15,500,000

The appropriation will fund the preliminary engineering phases of initial facility and transit system design, in addition to the refinement of capital cost estimates, as required by the Federal Transit Administration.

Hawaii Ferry Funds

\$7,500,000

This is Hawaii's share of an allocation that is equally divided between Hawaii and Alaska for capital investments in ferry infrastructure or vessels, and will support Oahu's renewed interest in a ferry system from West Oahu to Honolulu.

H-1 Improvements Kinau and Lusitana On-Ramps

\$3,900,000

These funds will be used to complete this project, which provides safe freeway access to and from downtown Honolulu.

Rural Bus Program

\$1,560,000

These funds will be used by Hawaii, Maui, and Kauai counties to purchase buses to expand routes and increase the frequency of service throughout the neighbor islands. The funds may also be used to provide bus shelters, transit benches, and upgrades to comply with the requirements of the Americans with Disabilities Act.

Alien Species Action Plan

\$1,248,000

This appropriation will be used to continue the implementation of the federal Alien Species Action Plan governing the State of Hawaii and air carriers serving Hawaii to prevent the introduction of alien species through aircraft that fly to Hawaii. Under this initiative, aircraft and cargo must be inspected and cleared of alien species upon arrival. Maui's Kahului Airport is the only airport in the nation subject to these rigorous inspection requirements.

Federal Land Improvements

\$1,170,000

Federal property within Hawaii includes several extensive wildlife refuge and national parks located on four islands. These parks encompass rugged volcanic terrain, wetlands, tropical forests, coastline, and historical fishponds used in Native Hawaiian aquaculture. This appropriation will enable access to and within designated federal properties for proper park service maintenance and security.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Native Hawaiian Housing Block Grants, Hawaii

\$9,000,000

The Department of Hawaiian Home Lands (DHHL) is working to increase the affordable housing inventory on Hawaiian homelands to meet the demand for housing for low-income Native Hawaiian families. DHHL is seeking to enhance the supply of affordable housing units through the construction of infrastructure improvements, single-family, multi-family, rent-to-own, and rental housing.

Alaskan Native and Native Hawaiian Serving Institutions Program

\$1,500,000

This appropriation is half of the \$3 million provided through the HUD Community Development Fund to support both Alaska Native and Native Hawaiian Serving Institutions in their efforts to address community development needs in their localities, including neighborhood revitalization, housing, and economic development, principally for persons of low or moderate income.

Native Hawaiian Housing Loan Guarantee Fund Program

\$1,044,000

These funds in credit subsidy will support loan-guarantee authority of \$41,504,255. The Department of Hawaiian Home Lands (DHHL) intends to utilize the loan program as an institutional borrower to construct houses for purchase by low-income borrowers by way of direct loans from DHHL.

Arc of Hilo Client Support Services Facility

\$268,000

This appropriation will be used to build a client support service facility in Hilo to expand services for disabled people, develop a community choir and music program, create a Special Olympics training program, provide a wheelchair-accessible swimming pool, develop low-income housing, and expand after-school youth services.

Keehi Adult Supportive Services Center Project

\$234,000

These funds will be used to complete construction of a center that will be used as a health center and daycare facility. The center will primarily be used to provide low- and moderate-income elderly men and women with instruction on computer use, aerobics, cooking, gardening, music, dance, nutrition, medication, personal hygiene,

and health screening.

Kunia Village Housing Repair and Renovation
\$234,000

Catholic Charities Hawaii Social Service
Community Center Renovation
\$200,000

This appropriation will be used to renovate a Catholic Charities Hawaii social service community center.

Easter Seals Hawaii Kapolei Service Center
\$200,000

This appropriation will help complete the construction of a program service center in Kapolei. The center will have activity rooms, classrooms, and physical therapy, occupational therapy, and speech therapy rooms to serve 500 youths and adults with autism, cerebral palsy, Down's syndrome, and other disabilities.

Goodwill Ohana Career and Learning Center, Kapolei
\$200,000

Leeward Oahu has a large population of chronically underserved communities, including Native Hawaiians and non-native speakers. Leeward residents seeking job training currently must take a three-hour bus ride to access training programs in urban Honolulu. The center in Kapolei will assist 1,600 individuals in acquiring English language, resume-writing, and interview skills.

Gregory House Programs
\$200,000

The appropriation supports the work of Gregory House Programs, a Honolulu-based nonprofit agency, which provides temporary shelter and support services, including job training, for homeless people coping with AIDS/HIV.

Hawaii Nature Center
Makiki Valley Watershed Education Center
\$200,000

This appropriation will be used to design, develop, and construct an interactive exhibit center that would create community awareness on preserving the watershed that feeds into the Ala War Canal.

Kipahulu Kitchen Construction Project
\$200,000

The remote Kipahulu area of east Maui is mainly inhabited by Native Hawaiian families that have lived in the area for generations.

The community engages in small-scale organic agriculture, ranching, hunting, and fishing. However, the community is challenged by poverty and substance abuse. This project will permit the community to process products such as poi, sugar cane juice, bananas, and fish, and support job and income generation, and skill development.

*Momilani Community Center Adult Day Health
and Child Care Facility*

\$200,000

These funds will be used to construct an adult day health center in Pearl City that will provide social, cultural, educational, and recreational activities to help the elderly remain active and productive. Hawaii's aging population is expected to increase exponentially in the next decade.

*National Tropical Botanical Garden's
Botanical Research Center*

\$200,000

Funds will be used to construct a botanical research center, which will be used to assist economically disadvantaged families living on west Kauai by training both youths and adults in horticulture and natural resource management. Through skilled and gainful employment, the cycle of poverty will be broken.

DANIEL K. AKAKA
HAWAII

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United States Senate

WASHINGTON, DC 20510-1103

November 13, 2007

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VETERANS' AFFAIRS

MESSAGE FROM U.S. SENATOR DANIEL K. AKAKA

It is with great pleasure that I extend my warmest aloha to the participants of the 2nd Annual Transit Symposium.

By learning from the experience of others and discussing options, challenges, and opportunities, we will be able to develop a transit system that increases mobility, reduces air pollution and traffic, conserves fuel, and encourages economic development. I appreciate the participation of everyone involved today.

I, along with entire Hawaii Congressional Delegation, will continue to work to secure as many federal resources as possible to support the Honolulu High-Capacity Corridor Project.

I hope you have a productive, insightful, and meaningful dialogue on transit and development. Mahalo nui loa for all of your efforts.

Aloha pumehana,



DANIEL K. AKAKA
U.S. Senator